

## 12.6: Why It Matters- The Individual and the Organization

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Why is it important for managers to understand the individual's role within the organization?



It takes various personalities, joining together, to make a team.

Samantha is an operations manager with Tech Corp, and she is meeting with William, a senior executive who is mentoring her. They are discussing the recent company-sponsored personality test that Samantha took. She is not convinced that it was worth her time to take. Let's listen in on part of their conversation.

"I just don't see how the results will be useful," complained Samantha. "The test was fun and reading what makes me tick is interesting, but I don't see how this was worth the time and money the company spent on it."

William responded, "I think you'll be surprised just how important it is to understand the various personalities that make up an organization. Knowing how to use that information can be a powerful factor in your success as a leader."

"Really?" she responded looking doubtful. "How can I use this information to my advantage? It just doesn't seem possible."

William smiled and said, "Samantha, you and I are going to cross an 'OCEAN' together."

Understanding how personality and attitude can affect organizational fit is important to leaders at all levels. How do companies like Zappos and Adobe create and maintain their widely acknowledged, exceptional cultures? How do they recruit and hire employees who will be both successful and a good fit? By the time you get through this module, you will begin to acquire some of this important information.

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