

Learning, Personality and Leadership

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Learning

- Learning is any **relative permanent change** in behavior that occurs as a result of practice or experience.
- It means **acquiring something new**- new knowledge, new techniques, new skills, new fears and new experiences.
- It includes **not only acquiring knowledge** but also **skills and formation** of habits, and **development of perception**.
- Learning is a **continuous process**.
- It is both conscious and unconscious.

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Condition affecting learning

- **Intelligence:** Learning depends largely upon intelligence.
- **Age:** The curve of learning reaches its peak between age 22 and 25.
- **Learning situation:** Physical facilities for learning i.e. institutions, teachers, textbooks, audio-visual aids etc.
- **Motivation:** In order to learn effectively, there must be adequate motivation. The powerful motives are encouragement, praise, reward and success.
- **Mental health:** Worry, anxiety and fear interfere with learning.

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Types of learning

- There are three types of learning:
 - Cognitive learning** (Knowledge)
 - Affective learning** (Attitudes)
 - Psychomotor learning** (Skills)

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Theories of learning

- Learning by **conditioned reflex**
- **Trial and error**
- Learning by **observation and imitation**
- Learning by **doing**
- Learning by **remembering**
- Learning by **insight**
- **Demonstration**
- **Field experience**
- **Problem solving**

Personality

- Personality is a key word in psychology.
- It implies certain **physical and mental traits** which are characteristic of a given individual; these traits determine to some extent, the individual's behavior or adjustments to his surroundings.

Components of personality

- There are **at least 4 components** of human personality:
 - ✓ **Physical:** Height, weight, color, facial expression, physical health etc.
 - ✓ **Emotional:** Fear, anger, love, jealousy, guilt, worries etc.
 - ✓ **Intelligence:** Personality also implies intellectual ability.
 - ✓ **Behavior:** Behavior is a reflection of one's personality. It is described in such terms as gentle, kind, affectionate, balanced, submissive and aggressive.

Personality traits

- | | |
|-----------------|--------------------------|
| • Cheerfulness | • Loyalty |
| • Good manners | • Reliability |
| • Sportsmanship | • Sense of humor |
| • Honesty | • Tactfulness |
| • Kindliness | • Willing to help others |

Types of personality

- **Extrovert:** The extrovert is a person who is thought to be dashing, practical, active, showing-off and easily mixes with people.
- **Introvert:** An introvert is a person who is reserved, shy and generally keeps to himself.
- **Both extrovert and introvert:** Exhibition of both characteristics.

Intelligent quotient (IQ)

- It is the **ratio of mental age and chronological age**.

Level of intelligence	IQ range	Level of intelligence	IQ range
Idiot	0-24	Normal	90-109
Imbecile	25-49	Superior	110-119
Moron	50-69	Very superior	120-139
Borderline	70-79	Near genius	140 and above
Low normal	80-89		

Emotion

- An emotion is a **strong feeling** of the whole organism.
- An emotional experience is characterized by both **external and internal changes** in the human being.
- The **"external" changes** are those which are apparent and easily seen by others such as changes in facial expression, changes in posture.
- The **"internal" changes** brought about by emotions are psychological such as rapid pulse, respiration, increased blood pressure, tension and pain.
- Usually these **changes are temporary**, and subside when the individual returns to the "normal".

Emotion

- Some of the **major emotions are:** Fear, anger, love, hate, jealousy, moodiness, joy, sorrow, sympathy, pity, lust, grief.
- Some **specific emotions** are:
 - ✓ **Fear:** Fear is the **most common emotion** of man. When the fear becomes exaggerated or unnecessary, it is called **phobia**.
 - ✓ **Anger:** It is a reaction of the offensive type. It is a destructive force.
 - ✓ **Anxiety:** Anxiety may manifest in such symptoms as rapid pulse and breathing, flushing, tremors, sweating, dry mouth, nausea, diarrhoea, raised blood pressure, etc.
 - ✓ **Love:** Love is a feeling of attachment to some person.

Perception

- The word **perception** implies **observation, recognition and discrimination**.
- Perception takes place with the help of **sensory organs**.
- Perception is of **4 types: visual, auditory, olfactory and muscular**.
- The disorders of perception are:
 - ✓ **Imperception**: Inability to recognize e.g. anesthesia.
 - ✓ **Illusion**: It is a false perception e.g. mistaking a rope for a snake.
 - ✓ **Hallucination**: It is an imaginary perception e.g. seeing object that does not exist, hearing sound that is false etc.

Motivation

- **Motivation** is an **inner force** which drives an individual to a certain action.
- Motivation may be **positive or negative**.
- Without motivation, **behavioural changes** cannot be expected to take place.
- Positive motivation is often more successful than negative motivation.
- Motivation is not **manipulation**.
- A motivated person acts **willingly and knowingly**.

Motivation

- In every person, there is a **fundamental desire** to learn. Awakening this desire is **called motivation**.
- There are two types of motives - **primary and secondary**.
- Primary motives (**e.g. sex, hunger, survival**) are driving forces initiating people into action; these motives are **inborn desires**.
- Secondary motives are based on desires **created by outside forces or incentives**.
- Some of the secondary motives are **praise, love, rivalry, rewards and punishment, and recognition**.

Attitudes

- Attitudes are **acquired characteristics** of an individual.
- They are more or less permanent ways of behaving.
- An attitude includes **three components**:
 - a **cognitive or knowledge element**;
 - a **affective or feeling element**; and
 - a **tendency to action**.
- An **attitude has been defined** as a relatively enduring organization of beliefs around an object, subject or concept which pre-disposes one to respond in some preferential manner.

Attitudes

- Attitudes are not learnt from textbooks, they are **acquired by social interaction**, e.g. attitude towards persons, things, situations and issues (e.g., government policies, programmes and administrative measures).
- It has been truly said that **attitudes are caught, and not taught**.
- Once formed, attitudes are **difficult to change**.
- The responsibility to **develop healthy attitudes** devolves upon parents, teachers, religious leaders and elders.

Leadership

- Leadership is a process whereby **an individual influences a group of individuals** to achieve a common goal.
- The art of leading sometimes includes knowing when to lead and when to hold back and allow others to take control.
- Delegating and being supportive of others in their ideas and actions is similarly a part of the leadership role.

Leadership: Styles

- Leadership is a **multifaceted concept** that encompasses various styles and approaches.
- Following are the most prominent styles of leadership:
 - Autocratic leadership:** Possession of **unlimited powers** and **decision-making** authority
 - Democratic leadership:** Leaders **share their ideas and thoughts** with their co-workers
 - Laissez-faire leadership:** **Delegation** of works to members

Leadership: Types

Directing leadership

- High in directing behavior and low in supporting behavior

Coaching leadership

- High in both directing and supporting behavior

Supporting leadership

- Low in directing behavior and high in supporting behavior

Delegating leadership

- Low in both directing and supporting behavior

Leader

- A **leader** can be defined as an individuals who **guides, influences, and inspires** other towards a common goals or vision.
- Leaders possess the ability to **motivate and direct** individuals or groups, providing **guidance, support, and direction** to achieve desired outcomes.
- **John C. Maxwell** gave a good definition of leader:
 “A leader is one who
 knows the way,
 goes the way and
 shows the way”

Qualities of a good leader

- **Clear vision** and strategy
- The ability to **listen and communicate** the vision to others
- Ability to **take responsibility and decisions**
- Ability to take and **manage risk**
- **Self-confidence**
- **Clear values**
- **Positive thinking**
- The ability to **motivate people**

Qualities of a good leader

- The ability to **deal with uncertainty**
- **Team-building skills**
- Entrepreneurial skills and the **ability to innovate**
- Facilitation skills
- Skills that promote **problem-solving**
- The ability to make **effective judgements**
- Skills to **manage and resolve conflict** and deal with crises
- Enjoyment of **lifelong learning**

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