

contents

<i>preface</i>	x
1. <i>perception</i>	1
<hr/>	
general principles	1
Perception is selective	2
Perception is organised	2
Figure and ground	3
Attribution theory	4
summary	4
person perception	4
Rewards	5
Physical appearance	6
– <i>attractiveness 6 – dress 7</i>	
Competence	8
First impressions count	9
Similarity	9
Reciprocal liking	10
Stereotyping	10
summary	12
2. <i>non-verbal communication</i>	15
<hr/>	
general principles	16
Actions speak louder than words	16
The role of non-verbal communication (NVC)	16
non-verbal behaviours	17
Touching	17
Personal space	18
Orientation	20
Gestures	21
Posture	22
Facial expression	23
Eye gaze and eye contact	24
Paralinguistics	26
some conclusions	27
summary	27

3. motivation	28
recruitment	28
Maslow's needs hierarchy	29
ERG theory	31
Needs and recruitment	31
managing	33
Reinforcement	33
Equity theory	35
Herzberg's motivation–hygiene theory	36
Expectancy theory	37
Investigating attitudes	39
Conclusion	39
motivating yourself at work	40
Stress – the ultimate de-motivator	41
Feeling a failure	43
summary	44

4. leadership	46
general principles	46
Leadership is a two-way process	47
the theories	47
Trait theory	47
Fiedler's contingency theory	49
The Vroom and Yetton model – <i>Rules that protect the quality of the decision 52 – Rules that protect the acceptance of the decision 52</i>	50
Path goal theory	54
The managerial grid	55
leadership in practice	58
Sources of power	58
Assertiveness – <i>Assertiveness skills 61 – Reactions to assertiveness 62</i> – <i>When not to be assertive 62</i>	63
Leading groups	63
– <i>Focus on the task 64 – Clarify what is happening 64 – Ask questions 64</i> – <i>Problems with participants 64 – Reducing group tension 64</i>	
Leadership style and group performance	65
Summing it all up	66
summary	66

5. <i>intragroup dynamics</i>	68
general principles	69
The presence of others	69
What is a group?	69
Formal and informal groups	70
– <i>Formal groups 70 – Informal groups 71</i>	
Social roles	72
Group norms	73
group processes	75
Conformity	75
Minority influence	76
Over-conformity: groupthink	77
Group conflict	79
Group polarisation	80
summary	82

6. <i>group work</i>	83
general principles	83
Decision-making groups versus individuals	83
Participation	83
Cognitive biases	85
Accuracy	86
Group composition	86
techniques for group decision-making	87
Brainstorming	87
Delphi technique	88
Nominal group technique	88
common problems in group decision-making	90
meetings	91
team building	94
The common task	94
Communication	95
Size	95
Management and project teams	95
summary	98

7. intergroup dynamics	99
general principles	99
Ingroups and outgroups	99
intergroup relations within organisations	100
Coordinating work	100
Diagnosing intergroup conflict	102
Communication between organisations	102
Intergroup conflict and the group	102
negotiating and bargaining	103
Negotiating skills	105
– Persuading 106 – Asserting 106 – Bridging 107 – Finding common ground 108 – Moving away 109	
summary	109

8. interviewing skills	111
general principles	111
Interviewing style	111
Asking questions	112
Spit, smile or swallow?	113
conducting the interview	113
Preparation	113
The welcome stage	114
Acquiring information	114
Supplying information	115
Parting	115
After the interview	116
the selection interview	116
Preparation	117
The interview	117
– Work history 118 – Education and training 119 – Home background 119 – Current social adjustment 119 – Personality 120	
After the interview	120
other types of interview	120
The stress interview	120
The group interview	121

being interviewed	121
Preparation	121
The interview	122
summary	123

9. <i>technological communication</i>	124
<hr/>	
general principles	124
Social presence	125
communicating by telephone	125
Checklist of good telephone behaviour	128
teleconferencing	128
Group telephone systems	129
Videotelephones	129
the effects of different media	129
communicating by computer	131
Computer conferencing	131
Electronic mail	132
Voice messaging	133
Recommendations on the use of electronic mail and voice messaging	133
<i>glossary</i>	135
<i>useful references</i>	137
<i>appendix</i>	142