Contents

Preface xv

Chapter 1 The Person and the Organization 1

Organizational Life 2

Defining Organizational Behavior 4

Content Areas of OB 4

Level of Analysis 4

Guiding Principles of OB 6

Skills 6

Technical Skills 7

Decision-Making and Judgment Skills 8

Interpersonal Skills 8

Ethical and Moral Skills 8

Self-Knowledge Skills 9

Key Tensions and Challenges for People in Organizations 9

Self versus Organizational Interest 9

Task versus People Focus 9

Work versus Family 10

Exploration versus Exploitation 11

Promotion versus Prevention 11

Depth of Knowledge versus Breadth of Knowledge 11

Postscript 12

Building a Body of OB Science 12

Methods of OB 12

Learning 16

You Are a Work in Progress 16

Engage in Double-Loop versus Single-Loop Learning 17

Bridge the Knowing-Doing Gap 17

Conclusion 18

Chapter 2 Understanding People and Their Behavior 21

What Makes People Tick? 22

Behavior Is a Function of Personality and the Situation 22

Intelligence 22

G-Factor Intelligence 23

Multiple Intelligences 23

Emotional Intelligence 23

Skill Areas of Emotional Intelligence 24

Emotions 26

Measuring EQ 26

Research Support for EQ 27

Skills for Building EQ 27

Temperament and the Big Five 29
Motivation 30
Intrinsic versus Extrinsic Motivation 30
Maslow's Hierarchy of Needs 30
Expectancy Theory 32
Goal Setting 32
Motivations Vis-à-vis Others 33
Self-Efficacy 33
Organizational Culture 34
Organizational Norms 35
Psychological Contracts 35
Biases in Understanding Others 36
Fundamental Attribution Error 36
Consistency Bias: Halos and Forked Tails 37
Primacy and Recency Bias 37
Bandwagon Bias 37
Roadblocks to Understanding Ourselves 38
Unrealistic Optimism 38
Self-Serving Bias/Egocentrism 38
Omniscience 38
Omnipotence 38
The Powerful Process of Adaptation 38
Conclusion 38

Chapter 3 Ethics and Values 41
Ethics and OB 42
Moments of Truth 42
Can Ethics Be Taught? 44
Ethics and Levels of Analysis 44
Unethical Behavior as Incremental Descents into Wrongdoing 46
Cognitive Mechanisms 46
Social-Situational Mechanisms 48
Ethical Breaches 49
Prescriptive Ethical Models 49
Mason, Mason, and Culnan's Six Questions 49
Badaracco's Four Enduring Questions 50
Anand, Ashforth, and Joshi's Method for Dealing with Rationalization and Socialization of Unethical Behavior 51
Ethical Rules of Thumb 52
Front-Page Test 52
Role Modeling 52
Third-Party Advice 52
Policies 52
Accountability 53
Conflicts of Interest 53
Conclusion 53

Chapter 4 Communication 55
Basic Communication Model 56
Sender 56
Receiver 57

Message or Information 57
Communication Medium 58
Noise 58
Encoding and Decoding 58
Context 58
Social-Constructionist Communication Model 58
Social Meanings Model 59
Collaborative Model 59
Grice's Communication Maxims 59
Whorfian Hypothesis 59
Communication Model and Levels of Analysis 59
Individual Communication: Challenges and Competencies 60
GPA Theory: Goals–Plans–Action Theory 60
Developing Communication Skills 60
Interpersonal Communication: Challenges and Competencies 61
Message Tuning 61
Message Distortion 62
Biased Interpretation 62
Curse of Knowledge 62
Illusion of Transparency 62
Proximity Effect 63
Indirect versus Direct Communication 63
Group and Team Communication: Challenges and Competencies 64
Uneven Communication Problem 64
Contagion 64
Minimizing Communication Errors in Groups 65
Communication and Attention 66
Nonverbal Communication 66
Types of Cues 66
Lying and Deception 67
Accuracy in Detecting Deception 67
Nonverbal Leakage 68
Detecting Deception and the Written Word 68
Deception and Information Technology 69
The Organizationally Competent Communicator: Taking Yourself to the Next Level 69
Overt Practice 69
Mental Practice 69
Direct Instruction and Coaching 69
Modeling 69
Role-Playing 69
Storytelling and Narrative 70
Questioning 70
Process Consultation and Active Inquiry 70
Conclusion 71

Chapter 5 Power and Influence in Organizations 75
Power and Influence 76
Power and Politics in Organizations 77
Playing Organizational Politics 77
Power as an Individual Difference 79
Power and Perception 80

Sources of Power 80
Power Motivation 81
*p*Power versus *s*Power 82
Benevolent and Malevolent Power 83
Crimes of Obedience 83
Influence Strategies 85
Weapons of Influence 85
Impression Management 87
Why Do People Conform? 87
Informational Influence 87
Social Influence 87
When Do People Conform? 88
Group Size 88
Group Unanimity 88
Group Commitment 88
Conclusion 88

Chapter 6 Relationships and Social Networks 91
Fundamental Building Blocks of Dyadic Relationships 92
Interdependence Theory 92
Social Exchange Theory 93
Communal versus Exchange Relationships 95
Social Identity and Organizational Identity 96
Two Types of Ties: People and Group 96
Improving Relationships 96
Developing Relationships 96
Friendship and Work 97
Choices in Relationships: Voice, Loyalty, Neglect, and Exit 97
Types of Trust 99
Deterrence-Based Trust 99
Knowledge-Based Trust 100
Identification-Based Trust 100
Building Trust: Instrumental and Emotional Mechanisms 100
Recovering from Breaches of Trust 101
Networks 101
Social Capital versus Human Capital 102
Measuring Social Capital 102
Types of Networks 104
Evidence for the Value of Social Capital 105
Knowledge of Your Own Network 105
Ethics of Social Capital 105
Conclusion 106

Chapter 7 Decision Making 109
Decision Making: Levels of Analysis 110
Intrapersonal Decisions 111
Interpersonal Decisions 111
Group Decisions 114
Organizational-Level Decisions 115
Domains of Decisions 117
Riskless Choice: Decision Making under Certainty 117
Decision Making under Uncertainty 118

Risky Choice: Decision Making under Risk 118
Prospect Theory 120
Descriptive, Normative, and Prescriptive Models 121
Normative Models 121
Descriptive Models 122
Faulty Perceptions about Ourselves 123
Faulty Perceptions about Other People 124
Flawed Decision Making 126
Postscript on Human Bias 127
Prescriptive Models 127
Conclusion 129

Chapter 8 Conflict Management and Negotiation 131
Managerial Grid 132
Types of Conflict 133
Task Conflict 134
Process Conflict 135
Relationship Conflict 135
Conflict and Productivity 135
Resolving Conflict 135
Negotiation: A Mixed-Motive Enterprise 137
Balancing Mixed Motives 138
Negotiation Styles 138
Opportunistic Negotiation 138
Creating Value: Integrative Negotiation 139
Separate Positions from Interests 139
Prioritize and Weight the Issues 140
Unbundle the Issues 141
Ask for the Right Information 141
Create a Superset of Issues 142
Propose Value-Added Trade-Offs 142
Make Multiple Offers of Equivalent Value Simultaneously 143
Propose Contingency Contracts 144
Make Postsettlement Settlements 145
Claiming Value: Distributive Negotiation 146
Know Your BATNA and Develop Your Reservation Price 146
Research the Other Party's BATNA and Assess Their Reservation Price 147
Anchoring 147
Summary 147
Improving Your Negotiation Skills 149
Take Every Opportunity to Negotiate 149
Seek Feedback on Your Negotiation Skills 149
Use Worksheets 149
Plan Your Approach 149
Offer to Be a Negotiation Coach 149
Don't Brag or Boast 149
Third-Party Intervention 149
Ranges of Third-Party Roles 149
Effective Third-Party Intervention 150
Challenges Facing Third Parties 150
Conclusion 151

Chapter 9 Leading and Managing Teams 153

Types of Teams in Organizations 155

Manager-Led Teams 155

Self-Managing Teams 156

Self-Directing (or Self-Designing) Teams 156

Self-Governing Teams 156

Types of Teamwork 156

Tactical Teams 156

Problem-Solving Teams 158

Creative Teams 163

Paulus' Three New Rules 166

Team Boundaries 167

Team Socialization and Norms Process 167

Team Boundaries 168

Integrated Model of Successful Teamwork 169

Conclusion 171

Chapter 10 Leadership 175

Leadership in Organizations 176

Leadership versus Management 176

Highly Effective Leaders 178

Systems View of Leadership 180

Toxic Leaders 180

Can Leadership Be Taught? 181

Leadership and Nature: Trait Theory 182

Leadership and Trait Intelligence 182

Leadership and Temperament 182

Birth Order and Leadership 182

Male and Female Differences and Leadership 183

Postscript on Trait Theories of Leadership 184

Behavioral Theories of Leadership 184

Lewin, Lippit, and White's (1939) Studies of Reactions to Group Leadership Styles 184

People versus Task (Managerial Grid) 184

Leadership Styles and EQ Skills 186

Transactional versus Transformational Leadership 188

Servant Leadership 188

Situational Theories of Leadership: How the Situation Shapes the Leader 189

How the Environment Shapes Leaders 189

Contingency Theories of Leadership 189

Situational Leadership® 189

Path-Goal Theory of Leadership 190

Normative Decision Model 191

Fiedler's Contingency Theory of Leadership Effectiveness 193

LMX Theory 194

Expectations of Leaders 194

Does Leadership Matter? 196

Conclusion 196

Chapter 11 Organizational Change 199

Individual Change 200

Interpersonal Change 200

Communicator Characteristics 201

The Communication 202

The Situation 202

The Target 203

Elaboration Likelihood Model 204

Group Change 204

Organizational Development 204

Organizational Life Cycle 205

Type of Change 205

Greiner's Five Phases of Growth 206

Theories of Change 208

Lewin's Unfreezing-Change-Refreezing Model 208

Sociotechnical Systems Theory 208

Total Quality Management 209

Reengineering 209

Restructuring 209

Prescriptive Models of Change 210

Kotter's Eight Steps 210

Rao's PRESS Model 212

Garvin and Roberto's Change Through Persuasion 214

Beer and Nohria: Theory E versus Theory O Change 215

Conclusion 216

Chapter 12 Fairness and Justice 219

Distributive and Procedural Justice 220

Distributive Justice 220

Equity Theory 224

Measuring Equity 225

Reactions to Inequity 225

Procedural Justice: The Science of How People Enact Justice 226

Voice 226

Thibaut and Walker's Model of Procedural Justice 227

Group Value Model 227

Retributive Justice 229

Evaluating Organizational Employees 229

Social Comparisons 229

Justice Systems 230

Consistency 231

Simplicity 231

Effectiveness 231

Justifiability 231

Consensus 231

Generalizability 231

Satisfaction 231

Conclusion 231

Chapter 13 Diversity and Culture 235
Diversity Defined 236
Individual, Relational, and Collective Selves 237
Optimal Distinctiveness Theory 238
The Business Case for Organizational Diversity 238
Individual Level 239
Interpersonal Level 239
Teams and Groups 239
Organizational Level 239
Barriers to Diversity 240
Stereotyping 240
Homogeneity Bias 241
In-Group Bias 241
Privilege Systems 243
Creating and Sustaining Diversity 243
Affirmative Action 243
Valuing Diversity 244
Managing Diversity 244
Educate Members on the Reasons Underlying the Plan 245
Gender Diversity 245
Gender Pay Gap: The Evidence 245
Glass Ceiling: The Evidence 246
Double Standards: The Evidence 246
Cultural Diversity 247
Stereotypes versus Prototypes 247
Culture as an Iceberg 247
Cultural Values 247
Models of Social Relationships 249
Predictors of Success in Intercultural Interactions 249
Options for Change 250
Conclusion 251

Chapter 14 The Virtual Workplace 255
Place-Time Model of Social Interaction 256
Same-Time, Same-Place Communication 256
Same-Time, Different-Place Communication 257
Different-Time, Same-Place Communication 259
Different-Time, Different-Place Communication 259
Psychological Distancing Model: Media Richness 260
Electronic Brainstorming 261
Virtual Teams 262
Information Technology and Its Effects on Social and Organizational Behavior 263
Disadvantages 263
Advantages 264
Going the Distance: Making the Best of Virtual Teams 266
Structured Solutions 266
Process Solutions 268
Conclusion 268

Chapter 15 Life, Learning, and Personal Development 271

Life Maxims versus Practical Advice 272

Critical Choice Points 272

100-Day Plan? What Are You Going to Do? 272

Transition Acceleration and the Breakeven Point 273

The Self-Sustaining Person 274

The Corporate Athlete 274

Mental Exercise 277

Psychological Flow 277

Happiness Is a Skill 278

Inspiration 283

Threat and Hardship: The Ultimate Test 284

Forgiveness 284

Executive Coaching 284

Management Education Choices 286

Conclusion 288

Glossary 291

Photo Credits 300

Name/Author Index 301

Subject Index 305