



1

EVERYONE A SOCIAL PSYCHOLOGIST

2

SOCIAL PSYCHOLOGISTS: TWO PROMINENT EXAMPLES

2

 MOHANDAS K. GANDHI AND THE SALT MARCH
 COPING WITH DRUG ADDICTION

2

6

WHO IS NOT A SOCIAL PSYCHOLOGIST?

9

WHY STUDY SOCIAL PSYCHOLOGY?

13

SOCIAL PSYCHOLOGY: EVERYDAY AND SCIENTIFIC

16

 THREE SOCIAL PSYCHOLOGISTS BET THAT THE
 WORLD WILL NOT END

16

 A FURTHER TEST IN THE SOCIAL
 PSYCHOLOGISTS' LABORATORY

23

THE DISTINCTIONS BETWEEN EVERYDAY AND
SCIENTIFIC SOCIAL PSYCHOLOGY

25

 THEORY CONSTRUCTION AND DEVELOPMENT

25

 FORMAL METHODS FOR TESTING THEORY

26

PEOPLE IN GROUPS AS A FOCUS

27

SUMMARY

29



2

THE PERSON ALONE

34

ALONE IN ISOLATION

34

 THE EXPERIENCE OF BEING ALONE

34

 EXPERIMENTAL STUDIES OF ISOLATION

37

ALONE IN THE PRESENCE OF OTHERS

38

WHY WE NEED PEOPLE

41

OTHERS HELP US TO ATTAIN REWARDS

41

 SATISFACTION OF PHYSICAL NEEDS

41

SATISFACTION OF THE NEED FOR LOVE AND APPROVAL	42
AFFILIATION AND FEAR-REDUCTION	43
OTHERS PROVIDE US WITH INFORMATION ABOUT OUR WORLD AND OURSELVES	45
SOCIAL COMPARISON THEORY	46
SOCIAL COMPARISON AND ABILITIES	47
SOCIAL COMPARISON AND OPINIONS	49
SOCIAL COMPARISON AND FEELINGS	51
SUMMARY	54



3

BECOMING AWARE OF OTHERS AND OURSELVES 58

BECOMING AWARE OF OTHERS	59
DEVELOPING IMPRESSIONS OF OTHERS	61
SIMPLIFYING OUR IMPRESSIONS OF OTHERS	68
ATTRIBUTING MOTIVES AND TRAITS TO OTHERS	73
THE ATTRIBUTION OF CAUSALITY	73
THE ELEMENTS OF ATTRIBUTION THEORY	75
PRESENTING OURSELVES TO OTHERS	89
THE DEGREE AND FORM OF SELF-DISCLOSURE	89
THE ART OF IMPRESSION MANAGEMENT	91
FINDING OUT ABOUT OURSELVES	93
ATTRIBUTION THEORY AND SELF-PERCEPTION	94
CONSIDERING HOW OTHERS EVALUATE US	96
SUMMARY	98



4

LIKING AND DISLIKING, FRIENDSHIP AND AGGRESSION 102

GETTING TO LIKE AND DISLIKE OTHERS	103
THE ELEMENTS OF BALANCE THEORY	103
BALANCE AND ATTITUDES	110

WHAT DETERMINES WHETHER WE LIKE OR DISLIKE ANOTHER PERSON?	111
PERSONAL CHARACTERISTICS AND TRAITS	111
A SENSE OF UNITY OR IDENTIFICATION	115
LIKING THOSE WHO LIKE US	125
LIKING THOSE WHO MATERIALLY BENEFIT US	129
LIKING THOSE WHO ARE FAMILIAR	129
LIKING OTHERS IN ORDER TO JUSTIFY OUR EFFORTS	132
LIKING OTHERS WHO HELP US TO EVALUATE OURSELVES	133
HOSTILITY AND AGGRESSION	133
THE FRUSTRATION-AGGRESSION HYPOTHESIS	134
WHEN IS FRUSTRATION ESPECIALLY LIKELY TO LEAD TO AGGRESSION?	136
WHEN DO WE AGRESS WHEN NOT FRUSTRATED?	141
VIOLENCE, AGGRESSION, AND THE MASS MEDIA	144
WHEN DOES FRUSTRATION NOT LEAD TO AGGRESSION?	147
WHAT ARE THE CONSEQUENCES OF TRYING TO REDUCE TENSION THROUGH AGGRESSION?	148
SUMMARY	150



5

THE INTERDEPENDENCE OF PERSONS 154

THE PROBLEM OF COORDINATION	156
CONVERGENT INTEREST COORDINATION	157
DIVERGENT INTEREST COORDINATION	160
MIXED-MOTIVE RELATIONSHIPS:	
COORDINATION CONVERGENT AND DIVERGENT INTERESTS	163
SOCIAL EXCHANGE THEORY	164
THE PRISONER'S DILEMMA GAME: A PARADIGM FOR MIXED-MOTIVE PROBLEM-SOLVING	166
FACTORS THAT AFFECT COOPERATION AND COMPETITION IN THE PRISONER'S DILEMMA	169

COOPERATION AND COMPETITION AMONG KIBBUTZNIKS	173
COMPETITION AS A BY-PRODUCT OF URBANIZATION	177
INTERDEPENDENCE OF GOALS AND MEANS COOPERATION AND COMPETITION REVISITED	178
INTERDEPENDENCE IN ESCAPE	181
CONFLICT AND BARGAINING	187
WHEN DOES BARGAINING OCCUR?	189
SUCCESSFUL BARGAINING	191
SUMMARY	193
	194



6

INTERPERSONAL INFLUENCE AND SOCIAL POWER 200

POWER, INFLUENCE, AND CHANGE	201
SOCIAL DEPENDENCE AND SOCIAL INFLUENCE	202
THE IMPORTANCE OF SURVEILLANCE	202
POSITIVE AND NEGATIVE INFLUENCE	204
THE BASES OF SOCIAL POWER	206
INFORMATIONAL POWER—SOCIALLY INDEPENDENT INFLUENCE	206
REWARD AND COERCIVE POWER—SOCIALLY DEPENDENT INFLUENCE, SURVEILLANCE IMPORTANT	208
EXPERT, REFERENT, AND LEGITIMATE POWER— SOCIALLY DEPENDENT INFLUENCE, SURVEILLANCE UNIMPORTANT	212
COMPARING BASES OF POWER	222
COERCION-REWARD, EXPERT, AND REFERENT POWER	223
LEGITIMATE AND COERCIVE POWER	224
EXPERT AND REFERENT POWER	225
INFORMATIONAL AND EXPERT POWER	227
SECONDARY EFFECTS OF SOCIAL INFLUENCE	228
NEW PERCEPTIONS FOLLOWING SOCIAL INFLUENCE	228
ONE POWER BASE AFFECTS ANOTHER	230
DISSONANCE REDUCTION AND ATTRIBUTIONS FOLLOWING SOCIAL INFLUENCE	231

ENHANCING SOCIAL INFLUENCE	238
ECOLOGICAL MANIPULATION	239
GUILT-AROUSAL, OBLIGATION, AND INFLUENCE	239
INFLUENCE BY GRADATIONS: THE FOOT-IN- THE-DOOR TECHNIQUE	241
SUMMARY	242



7

THE STRUCTURE OF GROUPS	246
DIMENSIONS OF GROUP STRUCTURE	250
EVALUATION STRUCTURE	252
SATISFACTION AND MORALE	254
INTERDEPENDENCE STRUCTURE	257
THE STRUCTURE OF GOALS	
INTERDEPENDENCE	258
THE STRUCTURE OF MEANS	
INTERDEPENDENCE	259
INTERDEPENDENCE AMONG SUBUNITS: COALITIONS	260
COMMUNICATION STRUCTURE	267
INTERACTION PROCESS ANALYSIS	267
COMMUNICATION NETWORKS	270
ROLE STRUCTURE	274
DEVELOPMENT OF ROLES IN INTERACTION	274
CULTURE, TRADITION, AND ROLE DEFINITION	275
ROLES AND COMMUNICATION NETWORKS	276
INFLUENCE AND POWER STRUCTURE	277
COMMUNICATION AND INFLUENCE IN SOCIAL HIERARCHIES	281
POWER AND ROLE STRUCTURE IN THE FAMILY	283
SUMMARY	285



8

GROUP INFLUENCES ON INDIVIDUAL BEHAVIOR

290

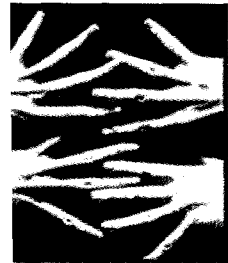
GROUP EFFECTS ON THE PERFORMANCE OF HUMANS AND OTHER ANIMALS	290
SOCIAL FACILITATION	291
SOCIAL INHIBITION	292
OTHER GROUP EFFECTS THAT CONTRIBUTE TO INCREASED AND DECREASED PERFORMANCE	293
CONTAGION AND THE SPREAD OF GROUP EFFECTS	299
DEINDIVIDUATION AND GROUP EFFECTS ON BEHAVIOR	301
LABORATORY STUDIES OF DEINDIVIDUATION	303
GROUP JUDGMENTS AND GROUP NORMS	310
GROUP NORMS AND THE AUTOKINETIC EFFECT	310
THE POWER OF A STUBBORN MINORITY	313
THE UNANIMOUS MAJORITY AND THE LONE DEVIANT	315
MAJORITY INFLUENCES ON JUDGMENT	315
PRESSURES TOWARD UNIFORMITY OF OPINION AND SOCIAL COMPARISON	319
RESPONSES OF THE MAJORITY TO THE DEVIANT	322
THE BEHAVIOR OF THE DEVIANT	326
THE STRANGE MYSTERY OF THE RISKY SHIFT AND THE RUNAWAY NORM	332
CHOICE DILEMMAS AND RISKY SHIFTS	333
WHY A RISKY SHIFT?	334
RUNAWAY NORMS: THE NORMATIVE VALUE OF EXCEEDING THE AVERAGE	337
BYSTANDER INTERVENTION AND HELPING BEHAVIOR	339
FACTORS THAT INFLUENCE HELPING BEHAVIOR	341
SUMMARY	350



9

GROUP PERFORMANCE, GROUP EFFECTIVENESS, AND LEADERSHIP 354

GROUP DECISION AND GROUP PERFORMANCE	355
GROUP NORM AS A FIELD OF FORCES	355
THE QUALITY OF GROUP DECISIONS AND GROUP SOLUTIONS	360
FACTORS THAT AFFECT THE QUALITY OF GROUP DECISIONS	363
LEADERSHIP	368
WHAT IS A LEADER?	370
WHAT FACTORS PRODUCE A LEADER?	371
THE MANY FUNCTIONS OF LEADERSHIP	380
THE DEVELOPMENT AND MAINTENANCE OF LEADERSHIP	381
LEADERSHIP STYLE: THE BEHAVIOR OF LEADERS	387
LEADERSHIP AND GROUP PERFORMANCE	393
SUMMARY	403



10

CONFLICT, HARMONY, AND TENSION BETWEEN GROUPS 408

SMALL-GROUP RESEARCH AND ITS RELEVANCE FOR INTERNATIONAL TENSIONS	410
GENERALIZING FROM INTERPERSONAL TO INTERNATIONAL CONFLICT	410
SMALL-GROUP DECISIONS AFFECT INTERNATIONAL AFFAIRS	412
HOW GROUPS IN CONFLICT MAKE DECISIONS	413
GROUPTHINK	415
THE NIXON GROUP AND THE WATERGATE AFFAIR	423

THE DEVELOPMENT OF INTERGROUP CONFLICT	433
STUDYING INTERGROUP CONFLICT—SOME PERTINENT QUESTIONS	435
FIELD EXPERIMENTAL STUDIES OF INTERGROUP CONFLICT	436
DEVELOPMENT AND ESCALATION OF CONFLICT	442
COMPETITIVE AND HOSTILE CONFLICT: ESCALATION OF CONFLICT BETWEEN NATIONS	448
REDUCING INTERGROUP CONFLICT	453
REDUCING TENSION AND HOSTILITY IN THE SHERIF FIELD EXPERIMENTS	454
REDUCING CONFLICT BETWEEN GROUPS, ORGANIZATIONS, AND NATIONS	456
THE GRIT PROPOSAL FOR DE-ESCALATING INTERNATIONAL CONFLICT	465
SUMMARY	473
APPENDIX	475
GLOSSARY	496
REFERENCES	521
ILLUSTRATION CREDITS	563
AUTHOR INDEX	565
SUBJECT INDEX	574