Contents

Tables viii
Figures ix
Preface to the Second Edition x

1 What Types of People? **1**
The Nature of Personality 1
Disillusionment with the Trait Concept of Personality 2
The Influence of Situations in Determining Behaviour: Interactionism 6
The Application of Interactionism to an Understanding of Work-related Behaviour 8
The Roles People Play: An Analysis of the Situation–Act Model 13
The Construction of Personality 17
Attributing the Causes of Behaviour 19
Summary 27

2 Developing People **29**
Stability or Change? 29
Incremental Change: Erikson 30
Age and Change? 32
Levinson's Theory of Adult Development 34
The Search for Personal Meaning 40
Applications of the Personality Change Models to Behaviour in Organizations 44
Change and Transition 48
Organizational Constraints and Adult Development 53
Summary 56

3 Controlling People **58**
Introduction 58
Understanding *What* Motivates People 58
How to Motivate Others 64
Fairness and Justice 70
Expectancy, Instrumentality and Valence: An Umbrella Theory 73

A Motivating Managerial Style 77
Summary 79

4 Working with Groups 82
Definition and Purpose of Groups 82
Types of Group 82
Group Functions 83
Group Dynamics 85
Coping with Polarization Effects 101
Summary 105

5 Team Building 107
The Importance of Team Building 107
Group and Team Development 113
Designing Management Teams 115
Other Team-building Approaches 123
Summary 126

6 Leadership 128
Introduction 128
Leadership as Quality or Process? 130
Leadership Style 134
Contingency Approaches 142
Leadership Reconsidered 152
Leadership Skills 153
Summary 155

7 What are Organizations? 158
Definitions 158
Organizational Structures 162
The Nature of Bureaucracy 164
The Open-systems Approach 173
Socio-technical Systems 175
Work Organization and the Role of the Psychologist 176
Contingency Theory 179
Summary 180

8 Developing Organizations 185
Successfully Developing Companies 185
Tackling the Problems of Change 188

Organization Development 194
Summary 208

9 Controlling and Managing Organizations 211
Introduction 211
Scientific Management 212
Participation 214
The Technological Imperative Versus the End-user Approaches 217
Quality Control Circles 221
Total Quality Management 225
Control of Performance – Another Look 227
Concluding Remarks 230
Summary 231

Bibliography 234
Name Index 249
Subject Index 253