

Accommodating

The conflict-handling style where people cooperate and give in to others.

Action learning

A type of learning characterized by active involvement of participant(s) in the(ir) learning process and outcomes. Participants are often exposed to real-life problems.

Action method

Is an organizational development process that uses the steps of diagnosis, planning for change, intervention, and evaluation.

Adapted child

Part of the child ego state which adapts to others' expectations through complying or rebelling.

Additive task

Tasks that involve many people (an example of this is the tug of war where two teams are pulling each end of a rope).

Adjourning

The task has been completed and the team is ready to dismantle.

Adult

Part of the ego state which is logical, gathers facts which are evaluated against criteria in order to make decisions.

Adverse impact

Evidence of cultural bias in a test, where average scores for groups vary by ethnic origin. Conventionally, concern about bias in a test would occur when one group scored 20% below the average of another.

Alderfer ERG (1972)

Theory of motivation that concentrates on people's needs. Specifically they are Existence, Relatedness, and Growth, but a person can move up or down the hierarchy.

Alienation

A term used by Marx to describe the feeling of foreignness or isolation from others, caused when people are depersonalized from their work and do not own the profit of their labour.

Anthropometrics

The study of the variability in size of human body dimensions. Anthropometric dimensions are used to design working equipment and environments suitable for a wide range of users, typically the 5th to the 95th percentile. Knowledge of anthropometrics is also vital in the design of everyday objects such as clothing, cars, and computer keyboards.

Aptitude

Special talent, skills and interests of a person.

Assertiveness

The degree to which individuals stand up for their own rights as well as respect those of others.

Assessment centre

A system where groups of candidates are assessed together on a number of dimensions or competencies, using a number of techniques (e.g. activities, interviews, and tests), evaluated by a number of assessors. Frequently used in the selection of new graduates and managers.

Assumptions of morality

This is when a group believes its own aims and means are morally superior and unquestionable.

Attitude

The labelling of our like or dislike toward a person, object, or situation.

Attribution

The process by which we make sense of our environment through our perceptions of causality.

Autocratic

Leaders who strongly control their subordinates and make all decisions.

Auto kinetic effect

An optical illusion where participants see a spot of light that seems to be moving but is actually stationary.

Avoiding

The conflict handling style where people avoid conflict.

Balance theory

An explanation of interpersonal relationships contending that people tend to prefer relationships that are consistent or balanced.

Bases of power

What the holder has that gives them power.

Behaviour modification

The use of classical and operant conditioning techniques in therapy to reduce and eliminate negative or unwanted responses and to reinforce positive or desired responses.

Be perfect

The working style which prefers to do things to perfection, right first time, and detests mistakes.

Best practice

A technique or process, established through research and experience, that reliably leads to a desired outcome.

Be strong

The working style which wants to handle tasks with a sense of calmness and avoids showing any sign of weakness.

Binet, Alfred (1859–1911)

French psychologist who conceptualized intelligence as an age-related phenomenon.

Biomechanics

The study of human strength and movement, used widely in designing products, systems, and working environments to reduce the risk of user injury.

Blamer

The communication style that blames others when under stress.

Blue chip company

A company on the London Stock Exchange with a large market capitalization, stable earnings, consistent dividend record, and reputation as a reliable investment. The term is believed to come from the term for a poker chip of high value used in casinos.

Body language

Is a term for non-verbal communication that includes: posture, eye contact, facial expressions, gestures, and touch.

Bottom line

A phrase borrowed from accounting which indicates the conclusion or the amount of profit left after all costs have been deducted.

Boundaryless careers

People are no longer bounded or organizationally constrained.

Business Process Reengineering (BPR)

Is an organizational technique of constantly and critically examining everything the organization does in order to improve its process.

CAD

Computer-aided design.

CAM

Computer-aided manufacture.

Career anchors

Schein's self-concept anchors.

Career choice

Holland's six vocational personality types.

Career management

Advice to plan and to look after careers.

Case-based reasoning

A popular managerial software to aid managers in decision making by scanning previous cases for similarities and offering solutions.

Cattell, James (1860–1944)

A functionalist psychologist and pioneer of mental testing.

Central tendency error

An unfair grouping of performance evaluations at the middle of the scale.

CEO

Chief Executive Officer and chair of the board.

Change agent

A person who directs organizational development in organization; this may be someone inside or outside the organization.

Change strategies

Can be considered as the different strategies and procedures that are used to classify the change environment.

Channel

This is the method of communication, such as face-to-face, telephone, or electronic.

Classical conditioning

A previously neutral stimulus is repeatedly paired with an unconditioned stimulus which results in the unconditioned response being associated with the unconditioned stimulus.

Classical School of Management

Believes application of certain principles leads to efficiency in production. Henri Fayol's (1916) set of guidelines is one of the best known. Includes: scalar concept, unity of command, span of control, organizational specialization, and application of scientific method.

Close or nearby leaders

Refers to subordinates' immediate boss.

Coaching

Is personalized intervention aimed at enhancing performance and professional development in employees.

Coercive power

Refers to the person in authority's ability to punish and withhold rewards.

Cognitive Behaviour Therapy (CBT)

Is a therapeutic intervention by a qualified professional which promotes a positive re-evaluation of the stressor. It aims to reduce the negative thoughts associated with the stressor.

Cognitive dissonance

The inconsistency between two or more attitudes or between attitudes and behaviour.

Cohesion

The degree to which a group is so attractive to its members that they want to remain a part of it (and hence will conform to its norms).

Collaborating

The conflict-handling style which focuses on helping both parties to achieve their goals.

Command groups

Are permanent formal groups that arise from relatively fixed structures within an organization under a single manager.

Community of practice

Group of professionals who meet to share challenges and best practice together to promote higher standards in their profession.

Competency

The skills, aptitudes, and personal characteristics that are associated with successful performance of a specified job.

Competency framework

Contains definitions of all the competencies used by an organization and is used in recruitment, employee development, and reward.

Competing

The conflict-handling style characterized by the need to win at all costs.

Compromising

The conflict-handling style where both parties give up something to get something in return.

Comte, Auguste (1798–1857)

The founder of positivism and the word 'sociology' who believed that cultures go through three stages in explaining phenomena: theological, metaphysical, and scientific.

Conflict

The process resulting from disagreement between two or more individuals.

Conformity

The degree to which individuals will go along with others' wishes.

Consensus

The attributional process where others react to a person or event in the same way as the person that is being considered.

Consistency

The attributional process which looks at the degree to which a person responds to a particular person or event on different occasions.

Constant effect

Essential determinants which need to be present at a minimal level. Large amounts do not have a negative effect. Additional decrement determinants refer to determinants which need to be present but in large amounts they can be damaging.

Construct validity

Validity which establishes the operation of the specific construct that a test purports to measure.

Content analysis

A technique for exploring recurring themes and issues in unstructured data, for example depth interview transcription.

Content theories of motivation

What it is that actually motivates people.

Contingency theories

A school of thought which emphasizes the impact of contextual factors on leadership style.

Continuing Professional Development (CPD)

Professional body requirement for regular updating of competences, often evidenced through a portfolio of activities undertaken.

Continuous change

Is organizational change that is ongoing, evolving, and cumulative.

Contrast error

A distortion of interview judgement caused by the interviewer giving unfairly high or low scores on the basis of a comparison with previous candidates.

Controlling parent

Part of the ego state which is characterized by being firm and directive and uses words like should and ought.

Cooperativeness

The degree to which individuals are willing to cooperate with others in solving conflict.

Coping strategies

These are the individual's characteristic means of managing stressors in an effort to moderate their impact.

Corporate social responsibility

A perception that organizations should behave ethically and give back to the community they are centred in and honour the wishes of their broader stakeholders.

Correlation

The degree of relationship between two variables. A statistic that varies from unity through zero to minus one.

Correlation coefficient

A statistic showing the degree of relationship between two variables.

Counselling

Communication used to facilitate personal change.

Counselling skills

Skills used to facilitate open and honest dialogue.

Creativity

Is an ability to come up with new and different viewpoints on a subject.

Criterion validity

Validity which compares the results achieved on a test of some attribute with another independent evaluation of that attribute; for example, the comparison of a paper test of anxiety with physiological measures of stress.

Critical realism

Approach to the philosophy of science first put forward by Drake (1920) from the ideas of Descartes and Locke. Developed by Bhaskar (1978) as a critique of Positivism. States that reality is at various levels— biological, psychological, social, and cultural—and cannot be reduced from one level to another. Believes there exists a reality independent of our representation of it, but acknowledges that our knowledge of reality is subject to historical and other influences.

Cross-sectional

A research design where data is collected at one particular point in time.

Crystallized intelligence

Is based on skills acquired through education and cultural experiences.

Culture

How an organization goes about doing things.

Culture-fair test

A test which has been developed to include specific use of language and cultural references which are relevant to a specified group.

Dark side of management

A type of management that focuses on the dysfunctional, distorted, and destructive side of behaviour.

Decoding

This is how a message is interpreted by someone else.

Delivering training

The way the training event is delivered; this also takes account of the trainer or facilitator and their ability to build rapport and engage his or her audience.

Demand characteristics

A term coined by the American psychologist Martin Orne, to refer to those cues within a research situation that communicate information about the researcher's hypothesis, and the specific role of participants in the study.

Democratic

Leaders who involve their followers in the decision-making process.

Dependent variable

In an experimental design, the measure taken by the researcher which demonstrates the impact of the independent variable(s).

Depth interview

An unscripted social exchange which allows respondents to answer freely and to raise topics and issues as they feel appropriate.

Derrida, Jacques (1930–2004)

French philosopher who coined the term 'deconstructionism', a philosophical approach which sought to move away from the previous philosophical movements of phenomenology, existentialism, and structuralism by denying the existence of reality. This exerted great influence on psychology as well as many other disciplines, forcing psychologists to address the notion of consciousness.

Determinants

Concept devised by P. Warr. These are factors essential for individual psychological well-being.

Development centres

Workshops which measure the abilities of participants against the agreed success criteria for the job role.

Discourse

All human production and uses of language in oral, written, and symbolic form.

Discrimination

Unequal treatment of people based on arbitrary characteristics such as race, gender, ethnicity, or age.

Distant leader

Refers to leaders such as chief executives, religious leaders, and so forth, who are almost beyond the reach of subordinates.

Distinctiveness

The attributional process which determines the degree to which a person responds in the same way to different people or situations.

Distributive justice

Under organizational justice theory, the perceived fairness of the outcome.

Downsizing (also rightsizing)

A deliberate organizational decision to reduce the workforce that is intended to improve organizational performance.

Drama triangle

A form of interaction involving payoffs between the roles of persecutor, rescuer, and victim.

Dysfunctional behaviour

Behaviour not conducive to efficient functioning in daily life.

Electronic cottage

A place where access to a computer can be guaranteed for workers (now largely obsolete concept in developed countries).

Emotional climate

The emotional effect that individual's behaviour has on the atmosphere of a workplace.

Emotional intelligence (EQ)

A kind of intelligence or skill that involves the ability to perceive, assess, and positively influence one's own and other people's emotions. Current definitions of EQ are inconsistent about what it measures: some (Bradbury and Greaves) say that EQ is dynamic, it can be learned or increased; whereas others (such as Mayer) say that EQ is stable, and cannot be increased.

Emotion in career management

Some writers believe that emotional experiences and expression in career development can have a very powerful role to play.

Empiricism

The view that only knowledge that is measurable is valid in scientific endeavour.

Employee assistance programmes (EAPs)

A company-sponsored programme that helps employees cope with personal problems that are interfering with their job performance.

Employee empowerment

Is the practice of giving employees control of tasks and functions usually done by supervisors.

Encoding

This is how a communicator chooses to express a message.

Entrepreneurship

The drive and ability to set up a business on one's own or see through a creative idea to realization.

Environmental clarity

The extent to which an individual feels in control of their environment via good understanding and emotional stability.

Episodic change

Organizational change that tends to be infrequent, discontinuous, and intentional. It occurs during periods of divergence when organizations are moving away from their equilibrium conditions.

Epistemology

A branch of philosophy concerned with exploring ideas on how we come to know the world. In research, the beliefs of the researcher about the utility of certain types of data and design in uncovering the nature of psychological reality.

Ergonomics

A multi-disciplinary field which includes input from the fields of engineering, physiology, and applied psychology. Sometimes known as human factors, ergonomics aims to enhance efficiency, well-being, and safety at work.

Expectancy theories

People will be motivated when they expect that they will be able to achieve what they want from the effort that they put in.

Expert power

This is power based on the subordinate's belief that the leader knows more about the task than the subordinate does.

Extrinsic rewards

External to the job and related to tangible rewards such as pay and benefits.

Eysenck, Hans (1914–97)

Psychologist born in Germany who emigrated to UK in 1934. Worked on intelligence and personality.

Face validity

The acceptability of a test to candidates and their perception that it is reasonable to ask them to complete this for the job they have applied for.

Factor analytic models

Models based on a statistical approach that identifies differentiating or underlying factors as a cause of behaviour.

Family friendly policies

Where an organization seeks to offer flexible packages to employees to facilitate both family life and a work/life balance (WLB).

Feedback

When individuals want to know how their behaviour is perceived by others. This forms part of their self-image.

Felt-fair pay

A subjective, personal estimation of how well one is remunerated in relation to others.

Fiedler's contingency theory

Attempts to match leadership style to situation which depends on the favourability of three contextual variables: group atmosphere, task structure, and power position of leader.

Flexicurity

A new concern for both flexibility and security at work.

Flexitime

A technique that allows people to decide their own times of arriving at, and leaving, the office, subject to core hours and an overall weekly or monthly minimum.

Fluid intelligence

Is based on the ability to organize information toward problem solving.

Fmcg

'Fast-moving consumer goods', i.e. ones that sell quickly.

Focus group

A research method where data is generated from group discussion on a topic set by the researcher.

Forced compliance

When individuals are pressured to do or say things that are not consistent with their true views.

Formal groups

Groups purposely put together to achieve a common task or goals.

Forming

The stage of a group that is a collection of individuals placed together to form a group.

Four-fifth rule

The generally accepted cut-off point for the demonstration of ethnic bias in a test, where one ethnic group scores on average at a level which is four-fifths of that achieved by another group. See adverse impact.

Freud, Sigmund (1856–1939)

Founder of psychoanalysis who identified the conflict between instinctive behaviour and the learnt desire to be civilized and moral.

Fundamental attribution error

The error resulting from wrongly attributing the cause of others' behaviour as being due to their own disposition rather than external factors.

Garden leave

A period of enforced idleness in which a worker is obliged to neither work, nor have contact with their former or prospective organizations for the duration of the garden leave.

Gate keeping

Is withholding information in the communication process.

General adaptation syndrome

Explains the physiological response of the body to perceptions or experiences of stress in three generic stages: alarm reaction, resistance, and collapse.

Generalizability

The applicability of results and measures from the sample of the research to a broader population.

Genuine occupational qualification

An exception to laws on equality wherein a person may be employed for particular features, e.g. an Indian woman to waitress at an Indian restaurant. The casting of actors and models is also covered by GOQ, as are security staff, who must be male if searching males or female if searching females.

Glass ceiling

Phenomenon refers to situations where advancement is limited within the hierarchy of an organization, based on discrimination most commonly being gender and race.

Glass cliff

Positions of leadership for women that are associated (mistakenly) with increased failure risks

Globalization

The heightening of worldwide social and business factors which link geographically distant locations.

Group

Any number of people who interact together face-to-face and perceive themselves as a group.

Groupthink

A tendency in long-standing work groups to perceive the group as invincible. Conformity is strict; the group tends not to evaluate its own activities or examine alternatives, and underestimates the power of other groups.

Hall, Granville (1844–1924)

Set up first experimental laboratory in USA; founded American Psychological Association 1892. Invited Freud to Clark University and thus helped give psychoanalysis an international platform.

Hardiness

Is an attitudinal disposition comprised of a sense of commitment, control, and challenge.

Hawthorne effect

When people participate in psychology experiments, their behaviour may be affected by their understanding and experience of being the focus of scientific study.

Heuristic

A 'rule of thumb'. Simple and approximate rules, guiding procedures, shortcuts, or strategies that are used to solve problems.

Hierarchy of needs

Maslow's theory of motivation that there is a hierarchy of motives with each lower layer taking precedence, when not satisfied, over the next step up.

Homeostasis

Is the individual's drive to seek out information which informs their psychological and physical state and drives them to achieve stability.

Horns and halo effect

A perceptual bias, where highly positive or negative information about a person conditions all subsequent perception of them.

Human error

A human act or failure to act which falls outside a particular boundary or tolerance limit.

Humanizing

Work means attempting to take into account human needs at work.

Human Relations Theory

Is interested in human factors and advocates that a happy worker is a productive worker.

Hurry up

The working style which wants to do things in the shortest possible time.

Hypothesis

The research question that forms the basis of enquiry and experimentation.

Illusion of invulnerability

This is where group members overemphasize their strengths and play down their weaknesses.

This results in a bias towards feelings that decisions the group makes are correct. See groupthink.

Implicit personality theory

A person's beliefs concerning the association of, and interrelationship between, personality characteristics.

Impression management

Acting deliberately to make a good impression, to present oneself in the most favourable way.

Independent variable

What the researcher controls in an experiment, which is systematically varied to see its effects on the dependent variable, for example pay level (IV) on productivity (dv).

Individual needs analysis

Assesses what knowledge, skills, and attitudes a person already has and whether individuals need any training in order to perform the job in question.

Influencing

Is exerting power and control over others in a way that results in changes in behaviour or attitude.

Informal groups

These types of groups will spring up on their own as a result of psychological needs of people, and out of formal groups. They also tend to be more powerful than formal groups.

In-group

A group of which the perceiver (the person making the judgement) is a member.

Innovation

Refers to production or adoption of useful ideas and idea implementation.

Insight learning

Seen especially in problem-solving tasks, and often sudden, insight learning results from an understanding of relationships as opposed to trial and error learning.

Intellectual property

An individual's knowledge which is commercially viable.

Intelligence

Is a facility at solving problems.

Intelligence quotient (IQ)

An age-related concept of intelligence invented by Binet comparing mental age with chronological age.

Internal validity

Refers specifically to whether an experimental treatment/condition makes a difference or not, and whether there is sufficient evidence to support the claim.

Interpersonal skills

A broad heading which can cover such areas as communication, observing, listening, giving and receiving feedback, and non-verbal behaviour.

Intimacy

The extent to which one person wants or desires to be close to another.

Intrinsic rewards

Rewards, which are internal or integral to the job, comprising factors such as meaningful work, achievement, recognition.

James, William (1842–1910)

A founder of Functionalism who emphasized the function of both consciousness and behaviour. A pragmatist who believed in both free will and determinism.

Japanese styles of management

Different features of Japanese management including total quality management and quality circles.

Job analysis

An analysis of the tasks involved in the successful performance of a particular post within an organization, and the skills required to perform it. The procedure leads to the generation of a job description and a person specification.

Job enrichment

Measures to increase the autonomy, responsibilities, or meaningfulness of a job.

Job satisfaction

Is considered to be an attitude, an emotional and psychological response to a feeling of achievement or fulfilment of personal motivations.

Johari window

A model which assumes that the more open individuals are with themselves and others, through self disclosure and feedback, the more self-aware and adjusted they will become.

Just in time (JIT)

A lean system of management originating in Toyota Japan.

Kaleidoscope careers

Wherein workers make differing choices dependent on the stage they are at in their career.

Knowledge-based mistake

A human error which stems from an inappropriate diagnosis or assessment of the situation.

Knowledge workers

Those working within knowledge industries dealing in turning data into knowledge to add value to their organizations.

Kohler, Wolfgang (1887–1967)

Co-founder of Gestalt psychology. Worked with Wertheimer on perception.

Kuhn, Thomas (1922–96)

Argued in *The Structure of Scientific Revolutions* that normal science progressed within paradigms (which framed the problems that scientists could investigate) until the inconsistencies became too great and new paradigms were formed.

Laissez-faire

Leaders who are the least effective as they tend to abdicate from the leadership role.

Lapse

A human error which stems from a failure to act, usually associated with forgetfulness or absent-mindedness; an error of omission.

Latent learning

Although there is no immediate change at the time of learning through association, this is remembered and put to use at a later time.

Leadership continuum

Indicates a variety of styles between the two extremes each corresponding to a different pattern of interactions between followers and managers.

Leadership grid

An updated version of the managerial grid; a fifth dimension was added.

Learning organization

An organization which aims to create a climate of continuous learning and improvement at both the individual and organisational level.

Learning styles

People have different behavioural styles which affect how they prefer to learn.

Legitimate power

Is influence based on the formal organizational position of the leader.

Levels of change

A model that assumes a change in one area of this model necessitates a consideration of change in the other areas. It includes purpose, identity, beliefs and values, capabilities and skills, behaviours, and environment.

Lewin, Kurt (1890–1947)

Gestalt psychologist who studied motivation and group dynamics and whose Field Force Theory explains behaviour in terms of one's field of social influences.

Life event

An important milestone or event or occurrence in an individual's life, often with emotional relevance. Point of transition in life.

Life position

The outcome of our evaluation of self and others around the criteria of being OK or not being OK.

Lifespan approaches to career theory

These theories look at careers through various stages of development.

Likert scale

A measuring scale developed by Rensis Likert, often of 5 points, which was easy to construct, and consisted of respondents agreeing strongly at one end through a neutral mid point to disagreeing strongly at the other end.

Locus of control

Concept developed by Rotter which describes whether people feel the rewards they experience are a result of their own actions or are outside their control.

Longitudinal

A research design where data is collected over time, and sampled at a number of time periods.

LPC

Least Preferred Co-Worker, a measure that measures a leader's least preferred co-worker to work with.

Management by objectives (MBO)

Is a performance appraisal system that measures the effectiveness of an employee or group in terms of goals set by the supervisor and the employees or group.

Managerial grid

A tool which explores a manager's style to the extent that they are either 'concerned for people' or 'concerned for task'.

Managing diversity

A culturally driven approach focusing on celebrating diversity which comes from the top down and permeates the whole organization.

Marx, Karl (1818–83)

Writer on the industrial revolution and the effects of capitalism on workers and work. Promoted the sociopolitico-economic system of communism.

Maslow, Abraham (1908–70)

Humanistic psychologist believing in innate tendency in people towards self-actualization.

Maslow's hierarchy of needs

A person will move up the hierarchy, or levels of needs, only when each need has been satisfied.

Matrix teams

Project teams put together with a project manager whilst each worker also has their own manager outside of the project: double reporting.

Maximal performance

Test which seeks to establish the highest score that a person is capable of achieving.

Mediator

A variable that directly affects the impact of the independent variable upon the dependent variable.

Mental age

A concept developed by Alfred Binet. In the measurement of childhood ability, the level of cognitive skill associated with a specific age-band. The mental age and chronological age of the child may not coincide.

Mental health

The state of being able to function cognitively and emotionally and relate to people in a stable manner.

Meta-analysis

Analysis based on summing a collection of previous research findings on a related hypothesis.

Millennials

A term for those who reached adulthood around the second millennium.

Miller, George (b. 1920)

Information processing researcher in the 1950s and 1960s whose work led to cognitive psychology.

Mistake

A human error which stems from a failure to correctly diagnose a situation, or to devise an appropriate plan to deal with the situation.

Moderator

A variable that affects the direction or strength of the relationship between the independent and the dependent variable.

Multinational companies (MNC)

Organizations with multiple sites across countries and continents.

Multiskilling

Equipping a workforce with a range of diverse skills and competencies.

Munsterberg, Hugo (1863–1916)

Created applied psychology by applying psychological principles in other areas: clinical, forensic, and industrial.

Myers–Briggs Type Indicator

A personality typology which looks at people through the lens of how they meet the world, how they take in information, how they make decisions, and how they orient their lifestyle.

Narcissistic personality disorder (NPD)

A psychological disorder characterized by a pattern of self-importance and overestimation of one's own abilities.

Natural child

Part of the ego state which is relaxed, fun-seeking, and does what it wants when it wants.

Naturalistic design

A study where research variables are not manipulated by the researcher, but explored as they occur naturally.

Need for achievement

Theory of motivation developed by David McClelland with 3 types of need: achievement, power, and affiliation.

Neisser, Ulric (b. 1928)

Seen as the founding father of cognitive psychology moving away from behaviouralism and humanistic psychology and focusing on sensation, perception, imaging, memory, problem solving, and thinking. Published *Cognitive Psychology* 1967.

Neurolinguistic programming

An approach to change which takes into account the mind– body interaction, language, and the study of behavioural programmes.

Non-verbal behaviour

This is a type of body language which is not concerned with verbal behaviour. It concerns the use of gestures, facial expression, and limb movements.

Norming

Conflict from the storming stage has subsided and rules and regulations are laid down by the group.

Norms

Are the shared beliefs that lead to shared attitudes: the rules of expected and acceptable behaviour from members.

Nurturing parent

Part of the ego state which strives to care and look after others.

Observational learning

New responses are learned by watching the behaviour of others.

Occupational Health/Welfare

Department concerned with promoting the health and well-being of employees. Welfare Departments were often the predecessor of Occupational Health.

Occupational stress

Refers to the conflict between the job role, employee needs, and the demands of the workplace.

OKness

The outcome of our evaluation of self and others.

Operant conditioning

It is likely that behaviour will change if the consequence of the response is changed.

Organizational citizenship behaviour

Phenomenon wherein employees demonstrate innovative and spontaneous actions which go beyond their job role.

Organizational culture

Is created by the values, attitudes, beliefs, and norms of behaviours of staff members which serve to influence and inform the behaviours of new staff members.

Organizational level of needs analysis

TNA should be considered at three levels: organizational level, team level, and individual level. These three levels are interlinked, and doing this ensures a balanced analysis that gives the bigger picture as well as specific needs of individuals.

Organizational resilience

Is characterized by shared perceptions of reality, open communications, commitment to the task, and collaboration with peers to surmount problems.

Organization development (OD)

A management approach which tries to develop and change organizations by focusing on structure and internal processes.

Out-group

A group of which the perceiver (the person making the judgement) is not a member.

Overload

Describes a situation where the psychological demands of a task are greater than optimal, outstripping the cognitive capacity available.

Paradigm models

Models of leadership that emphasize research in a new direction, mainly of the transforming leader and the importance of follower attitudes.

Participation

This refers to the importance of active participation on the part of the trainee in order to understand by doing (Kolb's cycle).

Path goal theory

Concerns itself with issues as to what motivates employees in a given situation.

Peer evaluation

Is performance appraisal done by those at the same level as the person being appraised.

Percentile

A way to describe rank-ordered data (such as body measurements) that indicates the proportion of a sample or population in terms of the percentage of individuals with values at or below a given point.

Performance-related pay (PRP)

May be any form of performance pay but can include bonuses, which are typically paid on top of a basic salary or wage and appraisal-related performance pay, which is integrated into basic salary.

Performing

The group has bonded into a cohesive effective team ready to perform its task.

Persecutor

The drama triangle position where one person attacks another.

Personal construct

Is an individual's unique way of viewing experiences, created by the individual in order to anticipate and thereby control events.

Personal development

Process concerned with aspects of developing the individual.

Personal development planning

Whereby the individual reflects on learning achieved and plans for future development.

Personality

Is built on a wide range of the physical, mental, ethical, and social qualities specific to each individual.

Personality questionnaire and inventory

Assesses the personality characteristics of the questionnaire/inventory taker.

Personal power

Refers to power that stems from the personal characteristics of a manager/supervisor or leader.

Personal resilience

Describes the capacity to rebound from adversity more strengthened and resourceful.

Person/organizational fit

Organizations want to retain employees so seek those they believe have much in common with the organization or existing workers.

Person perception

The process by which individuals attribute characteristics or traits to other people and the processes underlying those attributions.

Pilot

A 'dummy run' of a research procedure, for example an interview, to ensure that all materials and measures are fit for purpose, and to allow rehearsal for the researcher.

Please people

The working style which strives to please others without asking. They value harmony.

Polarization

Decisions that are made that are riskier for a number of reasons such as the issue being discussed becoming so familiar it does not seem as risky.

Portfolio careers

A portfolio of skills and activities that people take with them to different employment roles.

Positivism

An approach that believes that the principles of scientific method should be applied to the study of human behaviour.

Post-modernism

Is a relativistic theory of knowledge which proposes there is no absolute truth about the world; instead, every question has an infinite number of answers, and all are equally valid.

Post-traumatic stress

Is a normal reaction to an abnormal and life-threatening event, which is characterized by a specific set of physiological and psychological responses.

Power

Is getting one's way to either effect or affect organizational outcomes.

Predictive validity

Close correlation, or agreement, between the prediction of performance at the starting point (e.g. on selection), and the actual performance when measured later (e.g. after doing the job for some time).

Prejudice

Process of prejudging others and forming judgements on stereotypes (positive or negative); it usually has negative connotations.

Pre-test and post-test

Typically, before and after responses.

Primacy and recency effect

An effect of memory whereby material or information perceived at the beginning (primacy) or at the end (recency) of a series of data is more strongly remembered.

Primary data

Data directly collected by the researcher in the course of a study.

Principles of training

There are two essential principles of training in order to help learning stick: these are participation and repetition.

Problem-focused coping

Refers to the individual's intention to address the problem and to take action to actively reduce the individual's experience of occupational stress.

Procedural justice

Under organizational justice theory the fairness of how the rewards are allocated or decisions made.

Process theories of motivation

How things might motivate people.

Programmed Instruction

A method of teaching using a structured approach to building knowledge which requires accurate answers to tests before proceeding to the next stage.

Projective techniques

Based on the Freudian concept of projection, tests such as the Rorschach inkblot test or the Thematic Apperception Test which access unconscious motives and allow the person to project them outside the self and the analyst to help the person gain personal insight from this.

Psychoanalysis

A therapy developed by Freud exploring the unconscious motives of people through retelling events from the past.

Psychodiagnostic

Diagnosis using the principles of Freud's theory of personality and motivation.

Psychological contract

The unwritten agreement that exists between an employer and an employee which sets out what each expects from the other.

Psychometric test

A test that has been designed and constructed to measure quantitatively a psychological variable such as intelligence, aptitude, or personality traits and which has been standardized on a specific population in order to provide a comparison of the individual's performance to others in that population. Derived from two Greek words for 'measurement' and 'mind'.

Psychosomatic illness

A disorder where physiological symptoms are caused by stress.

Punishment

Is an unpleasant consequence following certain behaviours, which leads to the decreased occurrence of these behaviours.

Qualitative data

Research material which has been generated to explore unquantifiable variables, not normally measured by objective numerical measuring instruments, although they may be measured by scales of subjective comparison for example feelings, perceptions, or personal values.

Quality circle programme

Is a form of group problem solving and goal setting with a main focus on improving product quality.

Quality of working life

The desire to have optimum working conditions in order to be able to contribute both to the organization and to personal well-being.

Quantitative data

Research material which can be classified and counted in numerical form, for example, physiological measures of stress, or salary levels.

Quasi-experiment

An experiment undertaken in real settings, in which the researcher manipulates the IV.

Quota sample

A sample selected randomly from a population that aims to mirror the original in terms of the proportion of core salient groups, for example, being half male and half female.

Random sample

A sample taken from a population in such a way as to ensure that every member has an equal chance of being selected.

Reciprocal causality

The idea that one causes the other's behaviour in the follower–leader relationship.

Redundancy

Official notification and the process of losing current job.

Re-engineer

A concept meaning to reshape and fine tune the organization in order to meet new conditions.

Referent power

This type of power can be seen as coming under personal power and refers to the ability to control based on followers' or subordinates' loyalty to the leader and their desire to please him or her.

Reflexivity

A process of self-examination by a researcher to expose bias which explores how they may appear to their participants, and which scrutinizes their own values and aims in conducting the study.

Reinforcement

Is any consequence that leads to an increase in the occurrence of behaviour.

Reinforcement theory

Assumes that the occurrence of a behaviour is strengthened or weakened by the reinforcers or punishments that followed it.

Reinforcer

Can be negative (a punishment) or positive (a reward) and will consequently strengthen or weaken behaviour.

Reliability

The consistency of a measure over time. Generally established through test–retest correlation (retesting a sample over time on the same test), or comparison of scores obtained from the same method on the same subject by different assessors.

Repetition

This refers to the need to practise the skill over time as it will help retention of the skills and knowledge.

Rescuer

The drama triangle role where one person attempts to rescue another without being asked.

Resilience

Refers to the individual's or organization's capacity to rebound from adversity more strengthened and resourceful, whilst exhibiting characteristics of endurance and adaptation.

Resistance to change

Can be defined as an individual or group engaging in acts to block or disrupt an attempt to introduce change.

Retirement

This is a time when, for most people, there is a temporary or permanent withdrawal from the labour market after having experienced a number of years of work.

Reward power

This is the second type of power that comes under position power and refers to the person's control over rewards valued by others.

Rightsizing (see also downsizing)

A deliberate organizational decision to reduce the workforce that is intended to improve organizational performance.

Rogers, Carl (1902–87)

Humanistic psychologist giving an alternative to psychoanalysis in the treatment of disturbed people focusing on conditions of self-worth and value.

Role

Refers to the expected patterns of behaviour associated with an employee's position in the structure of the organization.

Role ambiguity

Occurs when an employee is not clear about what he or she is required to do in a job.

Role conflict

Results from conflicting objectives or competing demands in the individual's role requirements.

Role-set

For a specific job role, all those other job incumbents that the job holder needs to interact with, in the course of fulfilling their own role. For example, university lecturers' role-set includes colleagues and peers, students, administrator, and government officials.

Rule-based mistake

A human error which stems from the inappropriate application of an 'if-then' rule.

Sample

A group drawn from a population used to represent the whole group. There are various methods of obtaining a sample, suited to the researcher's aims.

Sampling frame

A list of the total population that the researcher wishes to investigate. For example, government records of the all unemployed males. From this, a representative sample may be drawn.

Satellite teams

Those who are remotely based who return to base at irregular intervals.

Scientific Management

Part of the Classical School of Management thought. Has four main principles in building efficiency and productivity: division of tasks, scientific selection and training, science of work, and economic incentives.

Scientific method

The practice of systematically gathering data through observation and experimentation, formulating and testing hypotheses, and developing a body of objective impartial knowledge.

Secondary data

Data utilized in a study that has not been collected by the current researcher, for example, data about employee performance collected and kept by a work organization.

Selective attention

The ability to attend to one stimulus from among a mass of competing stimuli.

Self-censorship

This is when members of a group do not express their doubts, disagreements, or misgivings in order to maintain the cohesiveness and mutual support of the group.

Self-disclosure

Telling someone else something about ourselves.

Self-efficacy

A term from cognitive psychology meaning the individual's belief in their capability to produce desired effects by their actions.

Self-fulfilling prophecy

An expectation about how things will be the situations that they predicted or expected.

Self-managed working teams

Professional groups who work on projects to set targets and deadlines but who manage the intervening process independently.

Self-serving bias

When individuals attribute their own success to internal causes, and negative outcomes to external ones.

Sensitivity training

Also called T-group training. A process of self-realization and attitude change through personal awareness in small group therapeutic interaction.

Simulation

Is an exercise used in assessment centres where job applicants are put in a situation or activity similar to the actual job.

Situational leadership

A situational leader is one who can adopt different leadership styles depending on the situation.

Skill-based mistake

A human error that stems from the automatic execution of a skilled action (also known as a slip).

Sleeper effect

When a message has a greater delayed than immediate effect on the receiver's attitudes.

Slip

A human error which involves a failure to execute an action as intended.

SMART

Performance objectives which are Specific, Measurable, Achievable, Realistic, and Time-bound, the concept being drawn from goal theory.

SMEs

Small and medium sized companies. A term describing anything from a very small company employing a few people to those employing up to 250.

Social Constructionism

A theoretical position in psychology that stresses the relative and provisional nature of knowledge and reality, and the impact of culture on the research process.

Social desirability

The tendency for people to want to paint themselves in a positive light in testing situations. The general social acceptability of a trait or a behaviour may affect the likelihood of people's willingness to agree to following or possessing it (for example being socially anxious, or binge drinking).

Social Exchange Theory

A series of cost–benefit exchanges where benefits outweigh the costs.

Social facilitation

The effect that other people have on an individual's performance, which could be either enhanced or inhibited depending on the task being done.

Social identity

The sense of identity we gain through being a member of a social group.

Social loafing

People's tendency to exert less effort in a group context because they were not evaluated, they could get away with it.

Social support

Support arising from family, friends, and local communities to counter the effects of psychological responses to problems.

Sources of stress

Can result from factors intrinsic to the job, the role, interpersonal interactions, and the working environment.

Spearman, Charles (1863–1945)

English psychologist known for his work in statistics, factor analysis, and for Spearman's rank correlation coefficient. Worked on models of intelligence and conceptualized the g factor of general intelligence underlying intelligence.

Stereotype

Stereotypes are cognitions of, and beliefs held by, one group of people about the personal attributes of another group.

Stereotyping

The group's desire to keep consensus can lead to negative stereotyping of others.

Storming

The stage the group goes through as members struggle to get on and to decide who will have what role within the group.

Stress

Can be considered as any pressure which exceeds the individual's capacity to maintain physiological, psychological, and/or emotional stability.

Stress styles

The four styles individuals can adapt when under stress in communicating with others. The styles are blamer, placator, super-reasonable, and super-irrelevant.

Stroking

A unit of recognition such as a smile, head nod, or touch.

Structured interview

The use of set questions with precise wording in a survey.

Super-irrelevant

The communication style that becomes confused when under stress.

Super-reasonable

The communication style that becomes over-logical when under stress.

Survivor syndrome

A term used to describe the reactions and behaviours of those who remain in employment following colleagues' redundancies. These include shock, betrayal, animosity towards management, concern about their colleagues who have departed, and guilt that they still have a job.

Synthetic validity

Like face validity does not measure the underlying meaning but links superficial characteristics or assumptions with outcomes without objective, impartial evidence.

Tacit knowledge

All those aspects of knowledge and know-how about a job that develop through experience, which may be only vaguely articulated and understood, but which are crucial to skilled performance.

Task analysis

A generic term for any of a range of ergonomic techniques used to systematically and formally describe a work task.

Task groups

Temporary groups or teams put together to perform specific tasks or projects and then dismantled once the project is completed.

Task needs analysis

Is a review of learning and development needs for staff. It considers skills, knowledge, and behaviours that people need and how to develop them effectively.

Team

Seen as a special type of group whose members have complementary skills, are committed to a common purpose, and are mutually accountable.

Team role types

The nine team roles that Belbin argued were necessary for an effective team: implementor (IMP), coordinator (CO), shaper (SH), plant (PL), resource investigator (RI), Monitor Evaluator (ME), team worker (TM), completer finisher (CF), and specialist (SP).

Teamware (groupware) programmes

Developed to facilitate remote or virtual teamworking.

Theory

A statement that sets out an explanation of the relationship amongst phenomena.

Theory X

Theory X people are said to be inherently lazy, unreliable, and not to be trusted.

Theory X and Y

Theory of motivation and management style developed by Douglas McGregor.

Theory Y

Theory Y people are said to be creative, independent, and will strive for their true potential and their personal best.

Thurstone, Louis (1887–1955)

Psychometrician and psychologist interested in intelligence and factor analytical techniques to determine latent constructs in observed variables. Conceptualized intelligence as Primary Mental Abilities. Developed the Thurstone scale for assessing attitudes.

Time and motion study

A technique for analysing jobs by breaking them down into parts in order to find the most efficient and effective way to do them.

Time span of responsibility

Used as a basis for financial reward where the seniority and size of reward was calculated by the length of time it took for a person's mistakes to become apparent and by the impact of those errors.

Total Quality Management (TQM)

Is an organizational technique of promoting both satisfactions of consumers' and workers' needs through the continuous improvement of all organizational process.

Toxic leaders

Those leaders who engage in numerous destructive behaviours which inflict some reasonably serious and enduring harm on their followers and organizations.

Training

Is usually a planned, purposeful event where learning takes place in order to improve performance at work.

Training cycle

A systems approach to training is also referred to as a cycle because it continuously uses feedback to improve the training event each time through evaluation.

Training design

Designing the training event is based on a thorough TNA which identifies specific needs and a tailored event is planned to achieve these.

Training needs analysis

Is the process undertaken to identify what needs the organization has; it can be considered at three levels: the organizational, task, and person level.

Training objectives

As a result of the TNA training objectives will be identified that will be used to design the event around.

Trait

A personality characteristic, whether emotional, cognitive, or behavioural, which influences the way personality is manifested in a relatively permanent and consistent way.

Trait approach

Assumes leaders are born or develop characteristics early on in development.

Transactional analysis

A rational approach used to analyse our internal and external communication.

Transactional managers

Management is concerned with the smooth running aspects of organizations based on exchanges between themselves and their subordinates.

Transformational leader

A distinguishing feature of leaders is their 'ability to transform' followers to perform beyond expectations.

Triangulation

The process of gaining different perspectives on a research area through applying different techniques, including asking participants for feedback, and comments on findings. Thus a broader appreciation of the research area can be gained.

Trust

The degree to which one person is able to risk being who they are with another.

Try hard

The working style that focuses on input or effort rather than output.

Two Factor Theory of Motivation

Herzberg's theory of job satisfaction which identified motivators and hygiene factors. The latter, if

absent, cause dissatisfaction, but do not motivate. Money was identified as a hygiene factor.

Type A

Personalities are more likely to undertake a number of tasks at the same time, working at speed, being task focused and high achieving, impatient, and prone to stress and heart disease.

Type B

Personalities are more likely to be laid back and easy going; being able to take a more objective view of the issues in front of them.

Underemployment

A debilitating situation at work where people feel their talents, skills, qualifications, and experience are not being utilized to the fullest capacity.

Underload

Describes a situation where the psychological demands of a task are suboptimal, and do not sufficiently occupy the cognitive capacity available.

Unemployment

A term used to describe someone who does not have a job when they would like one.

Validity

The extent to which a test measures what it sets out to measure. There are different types of validity included face validity, criterion, predictive, and construct validity.

Value conflict

Conflict which is a result of disagreement due to personal values.

Values

The underlying principles that influence our attitudes and behaviours.

Victim

The drama triangle role where one person is attacked by another.

Virtual teams (VT)

Teams which are separated by space and/or time whilst working on projects together.

Vroom's decision-making model

A decision making approach that depends on two criteria to determine whether a manager needs to make a fast decision alone or one that can involve subordinates.

Watson, James (1878–1958)

Founder of behaviourism with the goal for psychology of prediction and control of behaviour. Did not believe in mental events or instincts.

Weber, Max (1864–1920)

Writer in the Classical School of Management thought on bureaucracy and authority in organizations as well as many other factors such as the link between Protestantism and the rise of capitalism.

Wellness or welfare programme

A companywide programme to promote employee health, both physical and psychological.

Wertheimer, Max (1880–1943)

Founder of Gestalt psychology in 1912 with a paper on the phi principle (illusory movement of light).

White-collar

A term used to describe non-manual workers or professional people.

Working style

A driven behaviour that has five styles of hurry up, be perfect, please people, try hard, and be strong.

Work-life balance (WLB)

The desire to allow meaningful work to complement a personal life outside the organization.

Workload

The psychological demands of completing a task on psychological resources such as cognitive capacity.

Work redesign

Is an OD intervention that aims to control the internal work motivation, general job satisfaction, and overall work effectiveness by altering task and skill variety with individual's or group autonomy.

Work-role transitions approaches to career theory

A way of looking at careers through the transitions that people go through rather than fixed stages.

Wundt, Wilhelm (1832–1920)

The founder of experimental psychology as a separate discipline.