

glossary/subject INDEX

A

Ability *The natural aptitudes and learned capabilities required to successfully complete a task, 33–34*

Ability–motivation–opportunity (AMO) model, 32

Absenteeism, 37–38, 164

Achievement, need for (nAch), 127

Achievement-nurturing orientation *Cross-cultural value describing the degree to which people in a culture emphasize competitive versus cooperative relations with other people, 54*

Achievement-oriented leadership, 346–347

Action research *A problem-focused change process that combines action orientation (changing attitudes and behavior) and research orientation (testing theory through data collection and analysis), 430–432*

Action scripts, 192

Active listening, 267

Adaptability, 19

Adaptive culture *An organizational culture in which employees are receptive to change, including the ongoing alignment of the organization to its environment and continuous improvement of internal processes, 397*

Adjourning, in team development, 226

Advanced Research Projects Agency Network (ARPANET), 252

Affective organizational commitment *An individual's emotional attachment to, involvement in, and identification with an organization, 106*

Affiliation, need for (nAff), 128, 198–199

Age cohorts in workforce, 12

Agreeableness *A personality dimension describing people who are trusting, helpful, good-natured, considerate, tolerant, selfless, generous, and flexible, 40, 42*

Ambiguity

in accountability, 378–379

conflict and, 310, 317

AMO model, 32

Anchoring and adjustment heuristic *A natural tendency for people to be influenced by an initial anchor point such that they do not sufficiently move away from that point as new information is provided, 188*

Anticipatory principle, 432, 433

Apple polishing, 294

Appreciative coaching; *see* Strengths-based coaching

Appreciative inquiry *An organizational change strategy that directs the group's*

attention away from its own problems and focuses participants on the group's potential and positive elements, 432

Four-D model, 433–434

principles of, 432–433

Aptitudes, 33

Arbitration, 317–318

ARPANET (Advanced Research Projects Agency Network), 252

Artifacts *The observable symbols and signs of an organization's culture, 391–392*

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rituals and ceremonies, 393–394

stories and legends, 392

strengthening organizational culture through, 402

ASA theory; *see* Attraction–selection–attrition (ASA) theory

Assertiveness, 42, 291, 292

Assimilation, of organizational cultures, 399

Associative play, 200

Assumptions, shared, 388–389

Asymmetric dependence, 278–279

Attitudes *The cluster of beliefs, assessed feelings, and behavioral intentions toward a person, object, or event (called an attitude object), 93–95*

job satisfaction, 102–106

job specialization and, 164

organizational commitment, 106–108

Attraction–selection–attrition (ASA) theory *A theory that states that organizations have a natural tendency to attract, select, and retain people with values and personality characteristics that are consistent with the organization's character, resulting in a more homogeneous organization and a stronger culture, 403–404*

Attribution errors, 78–79

Attribution process *The perceptual process of deciding whether an observed behavior or event is caused largely by internal or external factors, 77–78*

Authentic leadership *The view that effective leaders need to be aware of, feel comfortable with, and act consistently with their values, personality, and self-concept, 353–354*

Authority, deference to, 281

Authority dispersion, 214

Autonomy *The degree to which a job gives employees the freedom, independence, and discretion to schedule their work and determine the procedures used in completing it, 166*

Availability heuristic *A natural tendency to assign higher probabilities to objects or events*

that are easier to recall from memory, even though ease of recall is also affected by nonprobability factors (e.g., emotional response, recent events), 189

Avoidance strategies, 312–314

B

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BATNA; *see* Best alternative to a negotiated settlement

Behavior; *see* Organizational behavior; individual behavior

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Behaviorism, 133

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Best alternative to a negotiated settlement (BATNA) *The best outcome you might achieve through some other course of action if you abandon the current negotiation, 321*

Bias; *see* Perception

Bicultural audit *A process of diagnosing cultural relations between companies and determining the extent to which cultural clashes will likely occur, 399*

Big Five model; *see* Five-factor (Big Five) model

Body language, 255–256

Bounded rationality *The view that people are bounded in their decision-making capabilities, including access to limited information, limited information processing, and tendency toward satisficing rather than maximizing when making choices, 187*

Brainstorming *A freewheeling, face-to-face meeting where team members aren't allowed to criticize but are encouraged to speak freely, generate as many ideas as possible, and build on the ideas of others, 239*

Brainwriting *A variation of brainstorming whereby participants write (rather than speak about) and share their ideas, 239*

Brooks's law *The principle that adding more people to a late software project only makes it later, 217*

Brown-nosing, 294

Bullying, in workplace, 292

Burnout, 110

C

Categorical thinking *Organizing people and objects into preconceived categories that are stored in our long-term memory, 72–73*

Centrality *A contingency of power pertaining to the degree and nature of interdependence between the power holder and others, 285–286, 288–289*

Centralization *The degree to which formal decision authority is held by a small group of people, typically those at the top of the organizational hierarchy, 368–369*

CEOs

- power of, 285
- span of control, 366–367
- work on front lines, 83

Ceremonies *Planned displays of organizational culture, conducted specifically for the benefit of an audience, 394*

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 - speed of, 431
 - stabilizing (refreezing), 425–426
 - technological, 8–9
 - transformation process, 18–19
 - viral, 427–428
- Change self-efficacy, 424

Charisma *A personal characteristic or special "gift" that serves as a form of interpersonal attraction and referent power over others, 283, 341*

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- Guanxi, 286–287
- work overload in, 111

Circumplex models

- of emotions, 93–94
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Citizenship behaviors; see Organizational citizenship behaviors

Clarity, in self-concept, 65, 66

Client relationships, in job enrichment, 170

Clustering illusion, 189

Coaching, strengths-based, 139

Coalition *A group that attempts to influence people outside the group by pooling the resources and power of its members, 291*

- as influence tactic, 291, 292
- in organizational change, 427
- Coercion, as change strategy, 423, 425
- Coercive power, 282
- Cognition, 92

Cognitive dissonance *An emotional experience caused by a perception that our beliefs, feelings, and behavior are incongruent with one another, 96–97, 188*

Cohesion; *see* Team cohesion

Collectivism *A cross-cultural value describing the degree to which people in a culture emphasize duty to groups to which they belong and to group harmony, 52–53, 55*

Comforting, in "Five Cs" model, 223

Commitment

- as influence outcome, 295
- in transformational leadership, 340

Communication *The process by which information is transmitted and understood between two or more people, 248*

- barriers to (noise), 250, 262–264
- as change strategy, 423, 424
- as conflict source, 310–311
- as coordination mechanism, 248, 363–364
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- wage dispersion, 141

Competencies

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- rewards based on, 155, 157

Complexity, in self-concept, 64–66

Compliance (influence outcome), 295

Compromise, 312–314

Confirmation bias *The processing of screening out information that is contrary to our values and assumptions, and to more readily accept confirming information, 71*

- in decision making, 188, 194
- in perceptual bias, 71–72

Conflict *The process in which one party perceives that its interests are being opposed or negatively affected by another party, 304*

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- employee involvement and, 205

- in "Five Cs" model, 223
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- gender differences in, 314
- types of, 311–312

Conflict management; *see also* Negotiation structural approaches, 314–317

third-party resolution, 317–319

Conformity pressure, in teams, 237

Conscientiousness *A personality dimension describing people who are organized, dependable, goal-focused, thorough, disciplined, methodical, and industrious, 39*

- in five-factor model, 39, 41
- as leadership attribute, 351

Consensus, in attribution process, 77–78

Consequences, in OB Mod theory, 134–135

Conservation, 46

Consistency

- in attribution process, 77–78
- in self-concept, 65, 66

Constructive conflict, 306

Constructivist principle, 432, 433

Contact hypothesis *A theory stating that the more we interact with someone, the less prejudiced or perceptually biased we will be against that person, 83*

Contingency anchor, 14, 16

Continuance commitment *An individual's calculative attachment to an organization, 106*

Control

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- lack of as stressor, 112
- locus of control, 68–69, 347

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- in transformation process, 19

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Core competencies, 380

Corporate culture; *see* Organizational culture

Corporate social responsibility (CSR) *Organizational activities intended to benefit society and the environment beyond the firm's immediate financial interests or legal obligations, 24*

Correspondence bias; *see* Fundamental attribution error

Counter cultures, organizational, 391

Counterproductive work behaviors (CWBs) *Voluntary behaviors that have the potential to directly or indirectly harm the organization, 37*

Countervailing power *The capacity of a person, team, or organization to keep a more powerful person or group in the exchange relationship, 279*

Creativity *The development of original ideas that make a socially recognized contribution, 196*

- characteristics of creative people, 198–199
- creative process, 196–197
- in decision making, 196
- encouraging, 200–202
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- Customer satisfaction
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 - job satisfaction and, 104–105
- CWBs; *see* Counterproductive work behaviors
- Cycle time, 163

D

Decentralization, 368–369

Decision making *The conscious process of making choices among alternatives with the intention of moving toward some desired state of affairs, 182*

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- employee involvement in, 202–205
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 - decision-making process, 182–184
 - history of, 182
 - problems with, 184, 190
 - in teams, 237–240
- Deculturation, 400
- Deep acting, 99

Deep-level diversity *Differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes, 12*

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- Democratic enterprises, 204
- Departmental teams, 215
- Departmentalization
 - divisional, 373–375
 - functional, 371–373
 - matrix, 376–379
 - network, 379–380
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 - team-based, 375–376

Design thinking *A human-centered, solution-focused creative process that applies both intuition and analytical thinking to clarify problems and generate innovative solutions, 200–202, 428*

- Differentiation, and conflict, 309, 315
- Digital communication, 252–254, 260–261
- Directive leadership, 345–347
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 - systemic, 75–76
- Display rules, 98
- Distinctiveness, in attribution process, 77–78
- Distress, 108, 109–110; *see also* Stress
- Distributive approach, 319–320

Distributive justice *Perceived fairness in the individual's ratio of outcomes to contributions relative to a comparison of other's ratio of outcomes to contributions, 49, 140*

Divergent thinking *Reframing a problem in a unique way and generating different approaches to the issue, 197*

- Diversity; *see also* Cultural differences
 - awareness training, 81, 82
 - consequences of, 12–13
 - deep-level, 12
 - increase in, 11
 - surface-level, 11
 - in team members, 224–225
- Division of labor, 362–363

Divisional structure *An organizational structure in which employees are organized around geographic areas, outputs (products or services), or clients, 373–375*

Drives *Hardwired characteristics of the brain that correct deficiencies or maintain an internal equilibrium by producing emotions to energize individuals, 123*

- in effective leaders, 351, 352
- four-drive theory, 129–130
- in motivation, 123–124
- Driving forces, in change, 417, 421
- Dynamic capability, 18

E

- E-zines, 269
- EAPs (employee assistance programs), 114–115
- Efficiency, in organizations, 18
- EI; *see* Emotional intelligence

Electronic brainstorming *A form of brainstorming that relies on networked computers for submitting and sharing creative ideas, 239*

Email, 252–253

Emotional contagion *The nonconscious process of "catching" or sharing another person's emotions by mimicking that person's facial expressions and other nonverbal behavior, 256*

Emotional dissonance *The psychological tension experienced when the emotions people are required to display are quite different from the emotions they actually experience at that moment, 98–99*

Emotional intelligence (EI) *A set of abilities to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others, 99*

- dimensions of, 99–100
- in effective leaders, 351, 353
- in negotiation, 324
- outcomes and development of, 101
- relationship conflict and, 307

Emotional labor *The effort, planning, and control needed to express organizationally desired emotions during interpersonal transactions, 98*

Emotional stability, 42, 307

Emotions *Physiological, behavioral, and psychological episodes experienced toward an object, person, or event that create a state of readiness, 92*

- attitudes, behavior and, 93–95
- cognitive dissonance, 96–97
- in decision making, 190–191
- in emails and text messages, 252–253
- inequity tension, 142–143
- managing at work, 98–99
- vs. moods, 92
- in motivation, 123–124
- personality and, 97
- procedural justice and, 144
- types of, 92–93

Empathy *A person's understanding of and sensitivity to the feelings, thoughts, and situations of others, 84, 100*

Employee assistance programs (EAPs), 114–115

Employee engagement *Individual emotional and cognitive motivation, particularly a focused, intense, persistent, and purposive effort toward work-related goals, 122–123*

Employee involvement *The degree to which employees influence how their work is organized and carried out, 202*

- as change strategy, 423, 424
- in decision making, 202–205
- in organizational commitment, 107

Employee stock ownership plans (ESOPs)

A reward system that encourages employees to buy company stock, 158, 159

- Employee turnover, 37, 164
- Employees
 - cultural fit, 403–404
 - matching to job, 33–34
 - resistance to change, 419–421
- Employment relationships, 9–10

Empowerment *A psychological concept in which people experience more self-determination, meaning, competence, and impact regarding their role in the organization, 170–171*

- Encounter stage, in organizational socialization, 406, 407
- Environmental influences
 - on change, 416–417
 - on negotiation, 324–325
 - in open systems perspective, 17–19
 - as organizational culture contingency, 396
 - on organizational structure, 380–381
 - on team effectiveness, 219–220
 - workspace design as, 268

Equity theory *A theory explaining how people develop perceptions of fairness in the distribution and exchange of resources, 140–143*

Escalation of commitment *The tendency to repeat an apparently bad decision or allocate more resources to a failing course of action, 194–195*

- ESOPs; *see* Employee stock ownership plans
- Ethical sensitivity; *see* Moral sensitivity

Ethics *The study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad, 23*

- behavior and, 48–51
- change and, 436
- codes of conduct, 51
- job satisfaction and, 106
- organizational culture and, 398
- principles of, 49
- supportive strategies, 51
- Eustress, 108; *see also* Stress

Evaluation apprehension *A decision-making problem that occurs when individuals are reluctant to mention ideas that seem silly because they believe (often correctly) that other team members are silently evaluating them, 237*

Evidence-based management *The practice of making decisions and taking actions based on research evidence, 14, 15*

- EVLN; *see* Exit–voice–loyalty–neglect model
- Exchange (influence tactic), 291, 294–295
- Executive function, 39

Exit–voice–loyalty–neglect (EVLN) model

The four ways, as indicated in the name, that employees respond to job dissatisfaction, 103

Expectancy theory *A motivation theory based on the idea that work effort is directed toward behaviors that people believe will lead to desired outcomes, 130–133*

- Expectations, of new hires, 407
- Experienced meaningfulness, 166–167
- Experienced responsibility, 167
- Expert power, 282–283
- Expertise
 - in creative people, 198
 - as path–goal theory contingency, 346
- External self-concept, 69–70
- Extinction consequences, 134–135

Extraversion *A personality dimension describing people who are outgoing, talkative, sociable, and assertive, 40*

- in five-factor model, 40, 42
- as leadership attribute, 351

F

Fairness; *see* Justice

False-consensus effect *A perceptual error in which we overestimate the extent to which others have beliefs and characteristics similar to our own, 80–81*

- Feedback
 - effective, 138–139
 - evaluating, 140
 - in job characteristics model, 166, 167–168
 - in self-monitoring, 174
 - sources of, 139–140
 - stabilizing change and, 426
- Feelings, 94; *see also* Attitudes; Emotions
- FFM; *see* Five-factor (Big Five) model

Fiedler's contingency model *A leadership model stating that leader effectiveness depends on whether the person's natural leadership style is appropriately matched to the situation (the level of situational control), 348*

- Filtering, in communication, 263
- "Five Cs" model, 223

Five-factor (Big Five) model (FFM) *The five broad dimensions representing most personality traits: conscientiousness, emotional stability, openness to experience, agreeableness, and extraversion, 39–42*

- Flaming, 253
- Flexible work time, 113

Force field analysis *Kurt Lewin's model of systemwide change that helps change agents diagnose the forces that drive and restrain proposed organizational change, 416–417, 421*

- Forcing (conflict-handling style), 312–314

Formalization *The degree to which organizations standardize behavior through rules, procedures, formal training, and related mechanisms, 369–370*

- Forming, in team development, 225
- "Four-D" process, 433–434

Four-drive theory *A motivation theory based on the innate drives to acquire, bond, learn, and defend that incorporates both emotions and rationality, 129–130*

- Fun at work, 97

Functional structure *An organizational structure in which employees are organized around specific knowledge or other resources, 371–373*

Fundamental attribution error *The tendency to see the person rather than the situation as the main cause of that person's behavior, 78–79, 350*

- Future search conferences, 434–435

G

Gainsharing plan *A team-based reward that calculates bonuses from the work unit's cost savings and productivity improvement, 157*

- Gamification, 135, 136
- Gender differences
 - communication, 265–266
 - conflict-handling styles, 314
 - leadership, 355–356
 - money attitudes, 154
 - negotiation, 325–326
 - social networks, 289–290
- Gender discrimination, 76
- Gender stereotypes, 62–63, 73–74

General adaptation syndrome *A model of the stress experience, consisting of three stages: alarm reaction, resistance, and exhaustion, 109*

- Generation Xers, 12

Global mindset *An individual's ability to perceive, appreciate, and empathize with people from other cultures, and to process complex cross-cultural information, 84–86*

Globalization *Economic, social, and cultural connectivity with people in other parts of the world, 9*

Goal setting *The process of motivating employees and clarifying their role perceptions by establishing performance objectives, 137*

- evaluating, 140
- as self-leadership strategy, 172
- SMARTER, 137–138
- as team-building intervention, 228

Goals

- as conflict source, 309
- in decision making, 187
- in negotiation, 320
- superordinate, 314–315

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Grapevine *An unstructured and informal communication network founded on social relationships rather than organizational charts or job descriptions, 270–271*

- Group identification, in team development, 226
- Groups, informal, 215–216
- Growth need strength, 167
- Guanxi, 286–287
- Guiding coalition, 427

H

Halo effect *A perceptual error whereby our general impression of a person, usually based on one prominent characteristic, colors our perception of other characteristics of that person, 80*

- Healthy lifestyle, for stress management, 112, 114–115

Hierarchy

- as coordination mechanism, 363, 364–365
- tall vs. flat, 368

High-performance work practices (HPWPs)

A perspective that holds that effective organizations incorporate several workplace practices that leverage the potential of human capital, 21–22

Hiring practices

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- realistic job preview, 408

HPWP; *see* High-performance work practices

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I

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- Illumination, in creative process, 197
- Imagination, independent, 198–199
- Implicit Association Test (IAT), 82

Implicit favorite *A preferred alternative that the decision maker uses repeatedly as a comparison with other choices, 188*

Implicit leadership theory *A theory stating that people evaluate a leader's effectiveness in terms of how well that person fits preconceived beliefs about the features and behaviors of effective leaders (leadership prototypes) and that people tend to inflate the influence of leaders on organizational events, 349–351*

Impression management *Actively shaping through self-presentation and other means the perceptions and attitudes that others have of us, 294*

- as influence tactic, 291, 294
- in preemployment socialization, 407

Incremental change, 431

Incubation, in creative process, 197

Individual behavior

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- job dissatisfaction and, 103–104
- MARS model, 35–38
- organizational behavior modification theory, 133–136
- social cognitive theory, 136–137
- of team members, 223–224
- values and, 47–48
- Individual rewards, 157
- Individual rights, 49

Individualism *A cross-cultural value describing the degree to which people in a culture emphasize independence and personal uniqueness, 52–53*

Inequity; *see* Equity theory

Influence *Any behavior that attempts to alter someone's attitudes or behavior, 290*

- consequences of, 295
- contingencies of, 295–296
- tactics for, 291–295

Informal groups, 215–216

Information control

- as influence tactic, 291, 292
- as legitimate power, 281–282
- in social networks, 287

Information overload *A condition in which the volume of information received exceeds the person's capacity to process it, 253, 263–264*

Information processing

- in decision making, 187–188
- as job demand, 168

Information technology; *see* Technology

Ingratiation, 294

Innovativeness, 19

Inoculation effect *A persuasive communication strategy of warning listeners that others will try to influence them in the future and that they should be wary of the opponent's arguments, 294*

Inquisition, 318

Insight, in creative process, 197

Integration, of organizational cultures, 400

Integrative approach, 319–320

Integrator roles, 364

Integrity, in effective leaders, 351, 352

Intellectual capital *A company's stock of knowledge, including human capital, structural capital, and relationship capital, 19*

Intelligence

- in creative people, 198
- in effective leaders, 351, 353
- Intentional discrimination (prejudice), 76
- Interdependence; *see* Task interdependence
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- email, 252–253
- history of, 252
- social media, 253–254

Interpersonal conflict, 110–111

Interpersonal relations

- as team-building intervention, 228

Intuition *The ability to know when a problem or opportunity exists and to select the best course of action without conscious reasoning, 191–192*

J

Jargon, 263

Job burnout, 110

Job characteristics model *A job design model that relates the motivational properties of jobs to specific personal and organizational consequences of those properties, 165–168*

- individual differences in, 167
- information processing demands in, 168
- job characteristics in, 166
- psychological states in, 166–167
- social characteristics in, 167–168

Job design *The process of assigning tasks to a job, including the interdependency of those tasks with other jobs, 162*

- job characteristics model, 165–168
- motivation strategies, 168–170
- motivator-hygiene theory, 165
- scientific management, 163–164
- work efficiency and, 162–163
- Job dissatisfaction, 103–104, 165

Job enlargement *The practice of adding more tasks to an existing job, 169*

Job enrichment *The practice of giving employees more responsibility for scheduling, coordinating, and planning their own work, 169–170, 218*

Job evaluation *Systematically rating the worth of jobs within an organization by measuring the required skill, effort, responsibility, and working conditions, 156*

Job rotation, 168

Job satisfaction *A person's evaluation of his or her job and work context, 102*

- behavior and, 103–104
- customer satisfaction and, 104–105
- ethics and, 106
- global surveys of, 102–103
- motivator-hygiene theory, 165
- work performance and, 104
- Job sharing, 113

Job specialization *The result of a division of labor, in which work is subdivided into separate jobs assigned to different people, 163–165, 362*

Job status-based rewards, 155, 156

Johari Window *A model of mutual understanding that encourages disclosure and feedback to increase our own open area and reduce the blind, hidden, and unknown areas, 82–83, 315*

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Leadership *Influencing, motivating, and enabling others to contribute toward the effectiveness and success of the organizations of which they are members, 336*

- authentic, 353–354
- cultural values and, 355
- as decision-making issue, 185
- gender differences in, 355–356
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- managerial, 342–349
- organizational culture and, 401–402
- personal attributes and, 351–355
- shared, 336–337
- transformational, 337–342, 426–427

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Leadership substitutes *A theory identifying conditions that either limit a leader's ability to influence subordinates or make a particular leadership style unnecessary, 349*

- Learned capabilities, 33
- Learned needs theory, 127–128
- Learning, as change strategy, 423, 424

Learning orientation *Beliefs and norms that support the acquisition, sharing, and use of knowledge as well as work conditions that nurture these learning processes, 20*

- in adaptive cultures, 397
- creativity and, 199
- in transformational leaders, 340
- Legends, organizational, 392

Legitimate power *An agreement among organizational members that people in certain*

roles can request certain behaviors of others, 280–282

Lewin's force field analysis *Kurt Lewin's model of systemwide change that helps change agents diagnose the forces that drive and restrain proposed organizational change, 416–417, 421*

Liaison roles, 364

Locus of control *A person's general belief about the amount of control he or she has over personal life events, 68–69, 347*

Loyalty

in EVLN model, 103–104

M

M-form structure, 373–375

Machiavellian values *The beliefs that deceit is a natural and acceptable way to influence others and that getting more than one deserves is acceptable, 298*

Management by walking around (MBWA) *A communication practice in which executives get out of their offices and learn from others in the organization through face-to-face dialogue, 269*

Managerial leadership *A leadership perspective stating that effective leaders help employees improve their performance and well-being toward current objectives and practices, 342*

- Fiedler's contingency model, 348
- leadership substitutes, 349
- path–goal theory, 345–347
- people-oriented, 333–343
- servant leadership, 344–345
- situational leadership theory, 347–348
- task-oriented, 333–343
- vs. transformational, 342–343
- MARS model, 32–35, 419, 429

Maslow's needs hierarchy theory *A motivation theory of needs arranged in a hierarchy, whereby people are motivated to fulfill a higher need as a lower one becomes gratified, 124–125*

Matrix structure *An organizational structure that overlays two structures (such as a geographic divisional and a product structure) in order to leverage the benefits of both, 376–379*

- MBTI; see Myers-Briggs Type Indicator
- MBWA; see Management by walking around
- Meaningful interaction, 83–84, 315

Mechanistic structure *An organizational structure with a narrow span of control and a high degree of formalization and centralization, 370*

Media richness *A medium's data-carrying capacity—that is, the volume and variety of information that can be transmitted during a specific time, 258–261*

Mediation, 318

Membership-based rewards, 155–156

Mental imagery *The process of mentally practicing a task and visualizing its successful completion, 173*

Mental models *Knowledge structures that we develop to describe, explain, and predict the world around us, 73*

- in communication, 251
- of decision makers, 186
- of team members, 227

Mergers

- as conflict source, 309, 310
- of organizational cultures, 399–400
- Micromanagement, 364
- Millennials, 12

Mindfulness *A person's receptive and impartial attention to and awareness of the present situation as well as to one's own thoughts and emotions in that moment, 50*

- Money attitudes, 154–155
- Moods, 92
- Moral identity, 50

Moral intensity *The degree to which an issue demands the application of ethical principles, 49*

Moral sensitivity *A person's ability to recognize the presence of an ethical issue and determine its relative importance, 49–50*

Morphological analysis, 200

Motivation *The forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior, 32, 121; see also Employee engagement; Needs; Rewards*

- creativity and, 199
- drives, 123–124, 129–130
- in effective leaders, 351, 352
- empowerment and, 171
- expectancy theory, 130–133
- inequity perceptions and, 142–143
- intrinsic vs. extrinsic, 126–127
- job design practices for, 168–170
- job design theories and, 166–168
- job specialization and, 164
- in MARS model, 32–33
- money as, 154–155
- organizational behavior modification theory, 133–136
- procedural justice and, 144
- social cognitive theory, 136–137
- in teams, 216, 217–218
- wage dispersion and, 141

Motivator-hygiene theory *Herzberg's theory stating that employees are primarily motivated by growth and esteem needs, not by lower-level needs, 165*

- Multicommunicating, 260–261
- Multidisciplinary anchor, 14, 15
- Multidivisional structure, 373–375
- Multiple levels of analysis anchor, 14, 16
- Mutual gains approach, 319–320

Myers-Briggs Type Indicator (MBTI) *An instrument designed to measure the elements of Jungian personality theory, particularly preferences regarding perceiving and judging information, 42–44*

N

NAch; see Need for achievement

NAff; see Need for affiliation

Natural grouping, in job enrichment, 169–170

Nature versus nurture, 38–39

Need for achievement (nAch) *A learned need in which people want to accomplish reasonably challenging goals and desire unambiguous feedback and recognition for their success, 127*

Need for affiliation (nAff) *A learned need in which people seek approval from others, conform to their wishes and expectations, and avoid conflict and confrontation, 128, 198–199*

Need for power (nPow) *A learned need in which people want to control their environment, including people and material resources, to benefit either themselves (personalized power) or others (socialized power), 128*

Needs *Goal-directed forces that people experience, 123*

deficiency and growth needs, 125

individual differences in, 124

learned needs theory, 127–128

Maslow's hierarchy of, 124–125

in negotiation, 320

Negative reinforcement, 134–135

Neglect, in EVLN model, 103

Negotiation *The process whereby two or more conflicting parties attempt to resolve their divergent goals by redefining the terms of their interdependence, 319*

bargaining zone model, 320–321

as change strategy, 423, 425

distributive vs. integrative approaches, 319–320

gender differences in, 325–326

goals and needs in, 320

process of, 321–324

situational factors in, 324–325

Network structure *An alliance of several organizations for the purpose of creating a product or serving a client, 379–380*

Neuroticism *A personality dimension describing people who tend to be anxious, insecure, self-conscious, depressed, and temperamental, 40, 42, 55*

Noise, in communication, 250, 262–264

Nominal group technique *A variation of brainstorming consisting of three stages in which participants (1) silently and independently document their ideas, (2) collectively describe these ideas to the other team members without critique,*

and then (3) silently and independently evaluate the ideas presented, 239–240

Nonprogrammed decisions, 184

Nonverbal communication

body language, 255–256

cultural differences in, 265

defined, 251

emotional contagion, 256–257

Norm of reciprocity *A felt obligation and social expectation of helping or otherwise giving something of value to someone who has already helped or given something of value to you, 281*

Norming, in team development, 226

Norms *The informal rules and shared expectations that groups establish to regulate the behavior of their members, 229*

development of, 229

relationship conflict and, 307

resistance to change and, 420–421

NPow; see Need for power

O

OB; see Organizational behavior

OB Mod; see Organizational behavior modification

“Obeya,” 220

OCBs; see Organizational citizenship behaviors

Open systems *A perspective that holds that organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs, 17–19*

Openness to change, 46

Openness to experience *A personality dimension describing people who are imaginative, creative, unconventional, curious, nonconforming, autonomous, and aesthetically perceptive*

in creative people, 198–199

cultural differences in, 55

in five-factor model, 40, 42

Opportunities, in decision making, 183, 186, 190

Organic structure *An organizational structure with a wide span of control, little formalization, and decentralized decision making, 370*

Organization charts; *see*
Departmentalization

Organizational behavior (OB) *The study of what people think, feel, and do in and around organizations, 4*

anchors of knowledge, 14–16

historical foundations of, 5–6

integrative model, 24–26

reasons for studying, 6–8

Organizational behavior modification (OB Mod) *A theory that explains employee behavior in terms of the antecedent conditions and consequences of that behavior, 133–136*

Organizational change; *see* Change

Organizational citizenship behaviors (OCBs) *Various forms of cooperation and helpfulness to others that support the organization's social and psychological context, 36*

Organizational commitment, 106–108

Organizational comprehension, 107, 405

Organizational constraints, 110

Organizational culture *The values and assumptions shared within an organization, 387*

artifacts of, 391–394

assumptions in, 388–389

benefits of, 395–396

changing and strengthening, 401–404

contingencies of, 396–397

in corporate mergers, 399–400

dominant culture, 391

ethics and, 398

influence tactics and, 296

models of, 390–391

organizational socialization and, 404–408

overuse of term, 398

subcultures in, 391

value types in, 388–389

Organizational effectiveness *A broad concept represented by several perspectives, including the organization's fit with the external environment, internal subsystems configuration for high performance, emphasis on organizational learning, and ability to satisfy the needs of key stakeholders, 16*

as OB goal, 16

organizational culture and, 396–397

perspectives on

as effectiveness measure, 16–17

high-performance work practices, 21–22

open systems, 17–19

organizational learning, 19–21

stakeholder, 22–24

Organizational justice; *see* Justice

Organizational learning *A perspective that holds that organizational effectiveness depends on the organization's capacity to acquire, share, use, and store valuable knowledge, 19–21, 248*

Organizational memory, 20

Organizational politics *Behaviors that others perceive as self-serving tactics at the expense of other people and possibly the organization, 296–298*

Organizational rewards, 158–159

Organizational socialization *The process by which individuals learn the values, expected*

behaviors, and social knowledge necessary to assume their roles in the organization, 404

- functions of, 404
- improving, 408
- process of, 405
- psychological contracts in, 405–406
- stages of, 406–408

Organizational strategy *The way the organization positions itself in its environment in relation to its stakeholders, given the organization's resources, capabilities, and mission, 382–383*

Organizational structure *The division of labor as well as the patterns of coordination, communication, workflow, and formal power that direct organizational activities, 362*

- centralization, 368–369
- delaying, 369
- departmentalization, 371–380
- environmental influences on, 380–381
- formalization, 369–370
- mechanistic vs. organic, 370
- organizational size and, 381–382
- span of control, 365–368
- strategy and, 382–383
- technology and, 382
- Organizational values, 45

Organizations *Groups of people who work interdependently toward some purpose, 4–5*

- Outcome–input ratio, 141
- Overconfidence (inflated team efficacy), 238

P

Parallel learning structure *A highly participative social structure developed alongside the formal hierarchy and composed of people across organizational levels who apply the action research model to produce meaningful organizational change, 435*

- Participative leadership, 346–347
- Participative management, 202

Path–goal leadership theory *A leadership theory stating that effective leaders choose the most appropriate leadership style(s), depending on the employee and situation, to influence employee expectations about desired results and their positive outcomes, 345*

- contingencies of, 346–347
- leadership styles in, 345–346
- limitations of, 347
- People-oriented leadership, 343–344

Péception *The process of receiving information about and making sense of the world around us, 70*

- attribution theory, 77–79
- of conflict, 304
- false-consensus effect, 80–81

- halo effect, 80
- improving, 81–84
- organization and interpretation in, 71–73
- organizational politics as, 296
- of power, 278
- primacy effect, 81
- process of, 70–71
- recency effect, 81
- self-fulfilling prophecy and, 79–80
- stereotyping, 73–77
- stress management and, 114
- Perceptual defenses, 186
- Performance; *see* Work performance
- Performing, in team development, 226
- Persistence, in creative people, 198
- Personal brand, 284, 294
- Personal identity, 69
- Personal leave, 113
- Personal power, 352

Personality *The relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics, 38*

- determinants of, 38–39
- of effective leaders, 351
- emotions and, 97
- five-factor model, 39–42
- Jungian theory, 42–43
- stress reactions and, 112
- Personality tests, 42–44
- Personality traits
 - defined, 38
 - five-factor model, 39–40
 - Myers-Briggs Type Indicators, 42–43

Persuasion *The use of facts, logical arguments, and emotional appeals to change another person's beliefs and attitudes, usually for the purpose of changing the person's behavior, 293*

- communication channels for, 261–262, 294
- as influence tactic, 291, 293–294
- Pilot projects, 428–429
- Poetic principle, 432, 433
- Pooled interdependence, 221, 310
- Position power, 348

Positive organizational behavior *A perspective of organizational behavior that focuses on building positive qualities and traits within individuals or institutions as opposed to focusing on what is wrong with them, 80, 432, 433*

- Positive reinforcement, 134–135
- Postdecisional justification, 194

Power *The capacity of a person, team, or organization to influence others, 278; *see also* Influence*

- of CEOs, 285
- consequences of, 290
- contingencies of, 280, 284–286

- countervailing, 279
- dependence model, 278–280
- vs. influence, 290
- need for (nPow), 128
- of social networks, 286–290
- sources of, 280–283

Power distance *A cross-cultural value describing the degree to which people in a culture accept unequal distribution of power in a society, 53, 172*

- Preemployment socialization, 406–407
- Prejudice, 76, 252
- Preparation, in creative process, 197
- Presenteeism, 37, 38

Primacy effect *A perceptual error in which we quickly form an opinion of people based on the first information we receive about them, 81*

- Primary needs; *see* Drives; Needs
- Problem, in decision making
 - defined, 182–183
 - identifying, 184–186
- Problem-solving
 - as conflict-handling style, 312–314
 - creativity in, 200
 - as team-building intervention, 228

Procedural justice *Perceived fairness of the procedures used to decide the distribution of resources, 140, 144*

- Process conflict, 306

Process losses *Resources (including time and energy) expended toward team development and maintenance rather than the task, 217*

Production blocking *A time constraint in team decision making due to the procedural requirement that only one person may speak at a time, 237*

Profit-sharing plan *A reward system that pays bonuses to employees on the basis of the previous year's level of corporate profits, 159*

- Programmed decisions, 184, 203
- Project (task force) teams, 215

Prospect theory effect *A natural tendency to feel more dissatisfaction from losing a particular amount than satisfaction from gaining an equal amount, 194–195*

Psychological contract *The individual's beliefs about the terms and conditions of a reciprocal exchange agreement between that person and another party (typically an employer), 405–406*

Psychological harassment *Repeated and hostile or unwanted conduct, verbal comments, actions, or gestures that affect an employee's dignity or psychological or physical integrity and that result in a harmful work environment for the employee, 111*

- Punishment, 134–135

R

Rapid change, 431

Rational choice decision making; *see*
Decision making

Realistic job preview (RJP) *A method of improving organizational socialization in which job applicants are given a balance of positive and negative information about the job and work context, 408*

Reality shock *The stress that results when employees perceive discrepancies between their preemployment expectations and on-the-job reality, 407*

Recency effect *A perceptual error in which the most recent information dominates our perception of others, 81*

Reciprocal interdependence, 222, 310

Referent power *The capacity to influence others on the basis of an identification with and respect for the power holder, 283, 288*

Refreezing *The latter part of the change process, in which systems and structures are introduced that reinforce and maintain the desired behaviors, 417, 425–426*

Reinforcement

in OB Mod theory, 134–135

self-reinforcement, 136

Relational contracts, 405–406

Relationship capital, 19

Relationship conflict *A type of conflict in which people focus on characteristics of other individuals, rather than on the issues, as the source of conflict, 306–307, 418*

Remote work, 9–10

Representativeness heuristic *A natural tendency to evaluate probabilities of events or objects by the degree to which they resemble (are representative of) other events or objects rather than on objective probability information, 189*

Research, systematic, 14–15

Resistance to change

forms of, 418

as influence outcome, 295

reasons for, 419–422

reducing, 423–425

Resource scarcity

conflict and, 310, 317

organizational politics and, 297

Restraining forces, in change, 417, 421

Reward power, 282

Rewards

financial, 155–159

improving effectiveness of, 159–162

performance-based, 155, 157–159

in self-leadership, 173

stabilizing change and, 425–426

strengthening organizational culture through, 402–403

undesirable effects of, 161, 162

Rituals *The programmed routines of daily organizational life that dramatize the organization's culture, 393–394*

RJP; *see* Realistic job preview

Role management, 406, 407–408

Role perceptions *The degree to which a person understands the job duties assigned to or expected of him or her, 34–35*

Roles *A set of behaviors that people are expected to perform because they hold certain positions in a team and organization, 227*

clarifying in team building, 228

of team members, 227

Romance of leadership, 350

Rules

ambiguity in, 310, 317

formalization of, 369–370

S

Satisficing *Selecting an alternative that is satisfactory or "good enough," rather than the alternative with the highest value (maximization), 189*

Scenario planning *A systematic process of thinking about alternative futures and what the organization should do to anticipate and react to those environments, 193*

Schedules of reinforcement, 135

Scientific management *The practice of systematically partitioning work into its smallest elements and standardizing tasks to achieve maximum efficiency, 163–164*

SDTs; *see* Self-directed teams

Selective attention *The process of attending to some information received by our senses and ignoring other information, 71*

Self-actualization, 125, 126

Self-awareness, 81–83

Self-concept *An individual's self-beliefs and self-evaluations, 64*

characteristics of, 64–65

of effective leaders, 351, 352

effects on well-being and behavior, 65–66

internal vs. external, 69–70

processes in, 64, 66–70

Self-directed teams (SDTs) *Cross-functional work groups that are organized around work processes, complete an entire piece of work requiring several interdependent tasks, and have substantial autonomy over the execution of those tasks, 234*

characteristics of, 214, 215

span of control and, 367

success factors of, 235

Self-efficacy *A person's belief that he or she has the ability, motivation, correct role perceptions, and favorable situation to complete a task successfully, 68, 122*

Self-enhancement *A person's inherent motivation to have a positive self-concept (and to have others perceive him or her favorably), such as being competent, attractive, lucky, ethical, and important, 46, 66–67, 194*

Self-esteem, 68

Self-evaluation, 68–69

Self-expansion, 65

Self-fulfilling prophecy *The perceptual process in which our expectations about another person cause that person to act more consistently with those expectations, 79–80*

Self-justification, in decision making, 194

Self-leadership *Specific cognitive and behavioral strategies to achieve personal goals and standards through self-direction and self-motivation, 172*

effectiveness of, 174

predictors of, 175

strategies of, 172–174

Self-monitoring, 174

Self-reinforcement *Reinforcement that occurs when an employee has control over a reinforcer but doesn't "take" it until completing a self-set goal, 136, 174*

Self-serving bias *The tendency to attribute our favorable outcomes to internal factors and our failures to external factors, 78*

Self-talk *The process of talking to ourselves about our own thoughts or actions, 173*

Self-transcendence, 46

Self-verification *A person's inherent motivation to confirm and maintain his or her existing self-concept, 67–68*

Seniority-based rewards, 155–156

Separation, of organizational cultures, 400

Sequential interdependence, 221, 310

Servant leadership *The view that leaders serve followers, rather than vice versa; leaders help employees fulfill their needs and are coaches, stewards, and facilitators of employee development, 344–345*

Service profit chain model *A theory explaining how employees' job satisfaction influences company profitability indirectly through service quality, customer loyalty, and related factors, 104, 105*

Sexual harassment, 111

Shared leadership *The view that leadership is a role, not a position assigned to one person; consequently, people within the team and organization lead each other, 336–337*

- Silence, in communication, 264, 265
 Silent authority, 291–292
 Similar-to-me effect; *see* False-consensus effect
 Simple structure, 371
 Simultaneity principle, 432, 433
 Situational control, 348
 Situational factors; *see also* Environmental influences
 ethical conduct and, 50–51
 in MARS model, 35
- Situational leadership theory (SLT)** *A commercially popular but poorly supported leadership model stating that effective leaders vary their style (telling, selling, participating, delegating) with the motivation and ability of followers, 347–348*
- Size
 of organizations, 381–382
 of teams, 222, 230
 “Skill-and-will” model, 32
 Skill-based pay, 157
 Skill diversity, in teams, 214
- Skill variety** *The extent to which employees must use different skills and talents to perform tasks within their jobs, 166*
- SLT; *see* Situational leadership theory
 SMARTER goals, 137–138
 Social acceptance, 258
- Social capital** *The knowledge and other resources available to people or social units (teams, organizations) from a durable network that connects them to others, 287*
- Social cognitive theory** *A theory that explains how learning and motivation occur by observing and modeling others as well as by anticipating the consequences of our behavior, 136–137*
- Social identity theory** *A theory stating that people define themselves by the groups to which they belong or have an emotional attachment, 69*
- Social loafing** *The problem that occurs when people exert less effort (and usually perform at a lower level) when working in teams than when working alone, 217–218*
- Social media, 8, 253–254
- Social networks** *Social structures of individuals or social units that are connected to each other through one or more forms of interdependence, 286*
- centrality in, 288–289
 change through, 427–428
 connections in, 288
 gender differences in, 289–290
 power sources in, 287–288
- Social presence** *The extent to which a communication channel creates psychological closeness to others, awareness of their humanness, and appreciation of the interpersonal relationship, 258, 261*
- Social support, 115, 216
 Socialized power, 352
 Solution-focused problems, 184–185
- Span of control** *The number of people directly reporting to the next level above in the hierarchy, 365–368*
- Stakeholders** *Individuals, groups, and other entities that affect, or are affected by, the organization's objectives and actions, 22*
- decision-making and, 185–186
 organizational effectiveness perspective, 22–24
 Standardization, as coordination mechanism, 363, 365
- Stereotype threat** *An individual's concern about confirming a negative stereotype about his or her group, 75*
- Stereotyping** *The process of assigning traits to people based on their membership in a social category, 74*
- conflict and, 311
 in email and text messages, 252
 in IT industry, 62–63, 73–74
 problems with, 75–77
 reasons for, 74–75
- Stock options** *A reward system that gives employees the right to purchase company stock at a future date at a predetermined price, 158–159*
- Stories, organizational, 392
 Storming, in team development, 225
 Strategic vision, 338–340, 426–427
- Strengths-based coaching** *A positive organizational behavior approach to coaching and feedback that focuses on building and leveraging the employee's strengths rather than trying to correct his or her weaknesses, 139*
- Stress** *An adaptive response to a situation that is perceived as challenging or threatening to the person's well-being, 108*
- causes of, 110–112
 change and, 423, 424–425
 communication and, 249
 consequences of, 109–110
 general adaptation syndrome, 109
 individual differences in, 112
 management strategies, 113–115
 reality shock, 407
- Stressors** *Any environmental conditions that places a physical or emotional demand on the person, 110–112*
- Structural capital, 19
- Structural hole** *An area between two or more dense social network areas that lacks network ties, 289*
- Subcultures, organizational, 391
 Substitutability, 284
 Sunk costs effect, 195
- Superordinate goals** *Goals that the conflicting parties value and whose attainment requires the joint resources and effort of those parties, 314–315*
- Supportive leadership, 346–347
 Surface acting, 98–99
- Surface-level diversity** *The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, 11*
- Synchronicity** *The extent to which the channel requires or allows both sender and receiver to be actively involved in the conversation at the same time (synchronous) or at different times (asynchronous), 257*
- Systematic research anchor, 14–15
 Systemic discrimination, 75–76
- T**
- Task analyzability, 168, 221, 382
- Task conflict** *A type of conflict in which people focus their discussion around the issue while showing respect for people who have other points of view, 306–307, 418*
- Task control, and stress, 112
 Task force (project) teams, 215
- Task identity** *The degree to which a job requires completion of a whole or an identifiable piece of work, 166*
- Task interdependence** *The extent to which team members must share materials, information, or expertise in order to perform their jobs, 167, 221*
- as conflict source, 310
 in job design, 167
 reducing, 316–317
 span of control and, 367
 in team design, 221–222
 Task-oriented leadership, 343–344
- Task performance** *The individual's voluntary goal-directed behaviors that contribute to organizational objectives, 36, 155*
- Task significance** *The degree to which a job has a substantial impact on the organization and/or larger society, 166*
- Task structure
 in leadership models, 347, 348
 span or control and, 367
 Task variability
 in job design, 168
 organizational structure and, 382
 in team design, 221
- Team-based organizational structure** *An organizational structure built around self-directed teams that complete an entire piece of work, 375–376*

Team building *A process that consists of formal activities intended to improve the development and functioning of a work team, 228–229*

Team cohesion *The degree of attraction people feel toward the team and their motivation to remain members, 230*

- consequences of, 231–232
- influences on, 230–231
- as path–goal theory contingency, 347
- relationship conflict and, 307

Team efficacy *The collective belief among team members in the team's capability to successfully complete a task, 238–239*

- Team permanence, 214
- Team rewards, 157–158, 161

Teams *Groups of two or more people who interact and influence each other, are mutually accountable for achieving common goals associated with organizational objectives, and perceive themselves as a social entity within an organization, 214*

- advantages of, 216
- characteristics of, 214–215
- coordination through, 364
- decision making in, 237–240
- development stages of, 225–226
- disadvantages of, 217–218
- effectiveness model
 - environmental drivers, 219–220
 - overview, 219
 - team design, 220–225
 - team processes, 225–233
- norms in, 229, 307, 420–421
- relationship conflict in, 307
- resistance to change and, 420–421
- self-directed, 214, 215, 233–236
- size of, 222, 230
- types of, 215
- virtual, 235–237

Technology

- effects on organizations, 8–9
- as organizational structure contingency, 382

Telecommuting *An arrangement whereby, supported by information technology, employees work from home one or more work days per month rather than commute to the office, 10–11, 113*

Text messages, 252–253

Third-party conflict resolution *Any attempt by a relatively neutral person to help conflicting parties resolve their differences, 317–319*

- Time constraints, on team, 237
- Transactional contracts, 405
- Transformation process, 18–19

Transformational leadership *A leadership perspective that explains how leaders change teams or organizations by creating, communicating, and modeling a vision for the organization or work unit and inspiring employees to strive for that vision, 337*

- benefits and challenges of, 342
- change and, 426–427
- charisma and, 341
- elements of, 337–340
- vs. managerial, 342–343

Trust *Positive expectations one person has toward another person in situations involving risk, 107*

- empowerment and, 172
- in negotiation, 323–324
- in power relationships, 279
- in teams, 232–233

U

Uncertainty avoidance *A cross-cultural value describing the degree to which people in a culture tolerate ambiguity (low uncertainty avoidance) or feel threatened by ambiguity and uncertainty (high uncertainty avoidance), 54*

Unfreezing *The first part of the change process, in which the change agent produces disequilibrium between the driving and restraining forces, 417, 421*

- Unintentional (systemic) discrimination, 75–76
- Unlearning, 21

Upward appeal *A type of influence in which someone with higher authority or expertise is called on in reality or symbolically to support the influencer's position, 291, 293*

Utilitarianism, 49

V

Values *Relatively stable, evaluative beliefs that guide a person's preferences for outcomes or courses of action in a variety of situations, 23; see also Cultural values*

- behavior and, 47–48
- congruence in, 48
- enacted, 389
- espoused, 389
- ethical, 48–51
- influence tactic use and, 296
- Machiavellian, 298
- organizational, 45
- in organizational culture, 388–389
- personal, 45
- shared, 23, 45, 107, 388
- in strategic vision, 339
- types of, 45–46

- Velcro invention, 197
- Verbal communication, 251
- Verification, in creative process, 197
- Viral change, 427–428

Virtual teams *Teams whose members operate across space, time, and organizational boundaries and are linked through information technologies to achieve organizational tasks, 235–237*

- Visibility (power contingency), 286, 287–288
- Vision, in transformational leadership, 338–340, 426–427
- Voice
 - in EVLN model, 103
 - in procedural justice, 144
 - resistance to change as, 418

W

- Wage dispersion, 141
- Wikis, 269

Win–lose orientation *The belief that conflicting parties are drawing from a fixed pie, so the more one party receives, the less the other party will receive, 312*

Win–win orientation *The belief that conflicting parties will find a mutually beneficial solution to their disagreement, 312*

- Women; *see* Gender differences; Gender discrimination; Gender stereotypes
- Work efficiency, 162–163
- Work overload, 111–112
- Work performance
 - empowerment and, 171
 - five-factor model and, 41–42
 - job satisfaction and, 104
 - performance reviews, 160
 - rewards based on, 155, 157–160
- Workforce diversity; *see* Diversity
- Workforce stability, 403

Work–life balance *The degree to which a person minimizes conflict between work and nonwork demands, 9, 10, 113*

- Workplace bullying, 292
- Workplace democracy, 204
- Workspace design
 - communication and, 268
 - organizational culture and, 394

Y

- Yielding (conflict-handling style), 312–314

Z

- Zone of indifference, 281