Managerial Psychology

VOLUME 1
Individual Perspectives

Edited by
Yochanan Altman,
Frank Bournois and David Boje

SAGE
Los Angeles • London • New Delhi • Singapore
Contents

Preface v
Appendix of Sources xiii
Introduction
Managerial Psychology: Overview of Its Origins, Evolution and Emerging Directions Dr Adrian N. Carr xix

VOLUME 1
INDIVIDUAL PERSPECTIVES

Motivation and Personality

1. Emotional Intelligence as a Moderator of Emotional and Behavioral Reactions to Job Insecurity Peter J. Jordan, Neal M. Ashkanasy and Charmine E.J. Hartel 1
3. The People Make the Place Benjamin Schneider 52
4. Personality and Culture Revisited: Linking Traits and Dimensions of Culture Geert Hofstede and Robert R. McCrae 66
5. On the Folly of Rewarding A, While Hoping for B Steven Kerr 92

Leadership

6. Values, Emotions, and Authenticity: Will the Real Leader Please Stand Up? Susan Michie and Janaki Gooty 105
7. Visionary Leadership and Strategic Management Frances Westley and Henry Mintzberg 123
10. Managers and Leaders: Are They Different? Abraham Zaleznik 183

Psychological Contract and Careers

12. Psychological Contracts in Employment René Schalk and Denise M. Rousseau 215
13. Crafting a Job: Revisioning Employees as Active Crafters of Their Work Amy Wrzesniewski and Jane E. Dutton 229
14. Toward Strategic Management for Fast-Track Executives  
Frank Bournois  
258

VOLUME 2  
GROUP AND MESO LEVEL PERSPECTIVES  
Interactions in Groups and Teams

15. Time and Transition in Work Teams: Toward a New Model of Group Development  
Connie J.G. Gersick  
1

16. A Case-Study in the Functioning of Social Systems as a Defence against Anxiety: A Report on a Study of the Nursing Service of a General Hospital  
Isabel E.P. Menzies  
30

17. Interpersonal Dynamics in a Simulated Prison  
Craig Haney, Curtis Banks and Philip Zimbardo  
58

18. Communication and Trust in Global Virtual Teams  
Sirkka L. Jarvenpaa and Dorothy E. Leidner  
85

19. Groupthink  
Irving L. Janis  
123

Power, Control and Change

Albert Bandura  
133

David M. Boje and Grace Ann Rosile  
166

22. Effects of Group Pressure upon the Modification and Distortion of Judgments  
Solomon E. Asch  
193

23. "Banana Time": Job Satisfaction and Informal Interaction  
Donald F. Roy  
204

24. Some Conditions of Obedience and Disobedience to Authority  
Stanley Milgram  
224

25. Tightening the Iron Cage: Concertive Control in Self-Managing Teams  
James R. Barker  
245

26. An Intergroup Perspective on Individual Behavior  
Kenwyn K. Smith  
274

27. The New Forms of Control  
Herbert Marcuse  
290

Competition, Cooperation and Learning in Work Settings

28. Trust and Mistrust in Organizations: An Exploration Using an Organizational Justice Framework  
Mark N.K. Saunders and Adrian Thornhill  
300

29. Three Cultures of Management: The Key to Organizational Learning  
Edgar H. Schein  
319

30. The Principles of Sociotechnical Design  
Albert Cherns  
334

31. Learning, Leadership, Teams: Corporate Learning and Organisational Change  
Yochanan Altman and Paul Illes  
343

32. Double Loop Learning in Organizations  
Chris Argyris  
354
# VOLUME 3
## ORGANIZATIONAL AND MACRO LEVEL PERSPECTIVES

### Gender and Diversity

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Authors</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>Gender, Race, and Class in Organizational Contexts</td>
<td>Meg A. Bond</td>
<td>1</td>
</tr>
<tr>
<td>34</td>
<td>Rules, Sensemaking, Formative Contexts, and Discourse in the</td>
<td>Jean C. Helms Mills and Albert J. Mills</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Gendering of Organizational Culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>The Glass Cliff: Exploring the Dynamics Surrounding the Appointment</td>
<td>Michelle K. Ryan and S. Alexander Haslam</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>of Women to Precarious Leadership Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Searching for Common Threads: Understanding the Multiple Effects of</td>
<td>Frances J. Milliken and Luis L. Martins</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td>Diversity in Organizational Groups</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Well-being and Positive Psychology vs. Stress and Distress

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Authors</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>37</td>
<td>Spiritual Well-being, Spiritual Intelligence, and Healthy Workplace</td>
<td>Raymond F. Paloutzian, Robert A. Emmons and Susan G. Keortge</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Job Burnout</td>
<td>Christina Maslach, Wilmar B. Schaufeli and Michael P. Leiter</td>
<td>120</td>
</tr>
<tr>
<td>40</td>
<td>Forgiveness from the Perspectives of Three Response Modes:</td>
<td>David S. Bright, Ronald E. Fry and David L. Cooperrider</td>
<td>192</td>
</tr>
<tr>
<td></td>
<td>Beogrudgement, Pragmatism, and Transcendence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>Cross-Cultural Differences in Occupational Stress among British and German Managers</td>
<td>Bruce D. Kirkcaldy and Cary L. Cooper</td>
<td>210</td>
</tr>
<tr>
<td>42</td>
<td>Aesthetic Understanding of Organizational Life</td>
<td>Antonio Strati</td>
<td>225</td>
</tr>
</tbody>
</table>

### Psychological Related Dynamics: Storytelling, Metaphors, Symbols, Sensemaking

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Authors</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>43</td>
<td>The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster</td>
<td>Karl E. Weick</td>
<td>238</td>
</tr>
<tr>
<td>44</td>
<td>Organizations, Management and Psychoanalysis: An Overview</td>
<td>Yiannis Gabriel and Adrian Carr</td>
<td>262</td>
</tr>
<tr>
<td>45</td>
<td>Stories of the Storytelling Organization: A Postmodern Analysis of Disney as “Tamara-Land”</td>
<td>David M. Boje</td>
<td>278</td>
</tr>
<tr>
<td>46</td>
<td>The Missing Link: A Transformational View of Metaphors in Organizational Science</td>
<td>Haridimos Tsoukas</td>
<td>313</td>
</tr>
<tr>
<td>47</td>
<td>Ideas are Born in Fields of Play: Towards a Theory of Play and Creativity in Organizational Settings</td>
<td>Charalampos Mainemelis and Sarah Ronson</td>
<td>331</td>
</tr>
<tr>
<td>48</td>
<td>Organizations as Phrog Farms</td>
<td>Jerry B. Harvey</td>
<td>372</td>
</tr>
</tbody>
</table>