

What *is* Organizational Behavior?



What *is* Organizational Behavior?

- ◆ It is an interdisciplinary field
- ◆ How are the goals of the organization & the behaviors of individuals affected by group dynamics & management style?
- ◆ GOAL: The development of “people skills” in managers & future managers
 - ◆ Manage workforce diversity & deal with globalization
 - ◆ Improve customer service
 - ◆ Create positive work environment & enhance employee well-being
 - ◆ Behave ethically

Evolution of this Course



Industrial/Organizational Psychology

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graph TD; A[Industrial/Organizational Psychology] --> B[Industrial Psychology]; A --> C[Organizational Behavior]
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Industrial Psychology

- ◆ Research Methods
- ◆ Job Analysis
- ◆ Legal issues in Employee Selection
- ◆ Recruiting & Interviewing
- ◆ Psychological Testing
- ◆ Performance Evaluation
- ◆ Training Systems
- ◆ Design of Workspaces
- ◆ Work Motivation
- ◆ Job Stress

Organizational Behavior

- ◆ Workplace Diversity
- ◆ Individual Differences
- ◆ Organizational Structure, Culture, Change
- ◆ Communication
 - ◆ Interpersonal & Organizational
- ◆ Leadership & Management Style
- ◆ Work Teams & Group Dynamics
- ◆ Decision Making & Problem Solving
- ◆ Power, Politics, Conflict, Negotiation
- ◆ Job Satisfaction

The Hawthorne Studies



Conducted at the Western Electric Plant in Hawthorne, Illinois, early 1930s



The Hawthorne Studies

(published in 1933)

- ◆ Workers' feelings affect their work behavior
- ◆ It was a field *experiment*, demonstrated the value of research
- ◆ Worker perceptions of reality more important than objective reality
- ◆ Discovery of the “Hawthorne Effect”

What exactly *is* a manager?



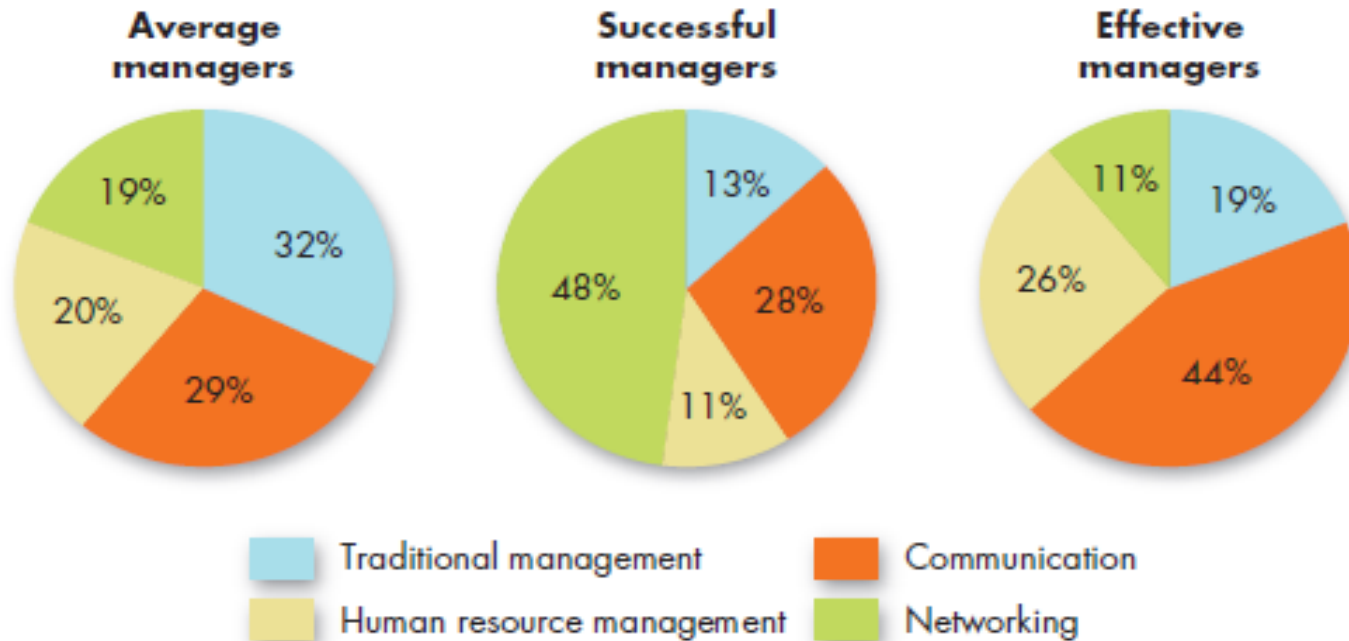
What do managers do?

- ◆ They get other people to work toward organizational goals
- ◆ Planning
- ◆ Organizing
- ◆ Decision-making
- ◆ Problem-solving
- ◆ Mediating
- ◆ Lots of other stuff

How do Managers Spend their Time? Effective vs. Successful Managerial Activities

Exhibit 1-2

Allocation of Activities by Time



Source: Based on F. Luthans, R. M. Hodgetts, and S. A. Rosenkrantz, *Real Managers* (Cambridge, MA: Ballinger, 1988).

Diversity in Organizations



Diversity in Organizations

- “Embracing” diversity does not come naturally to human beings

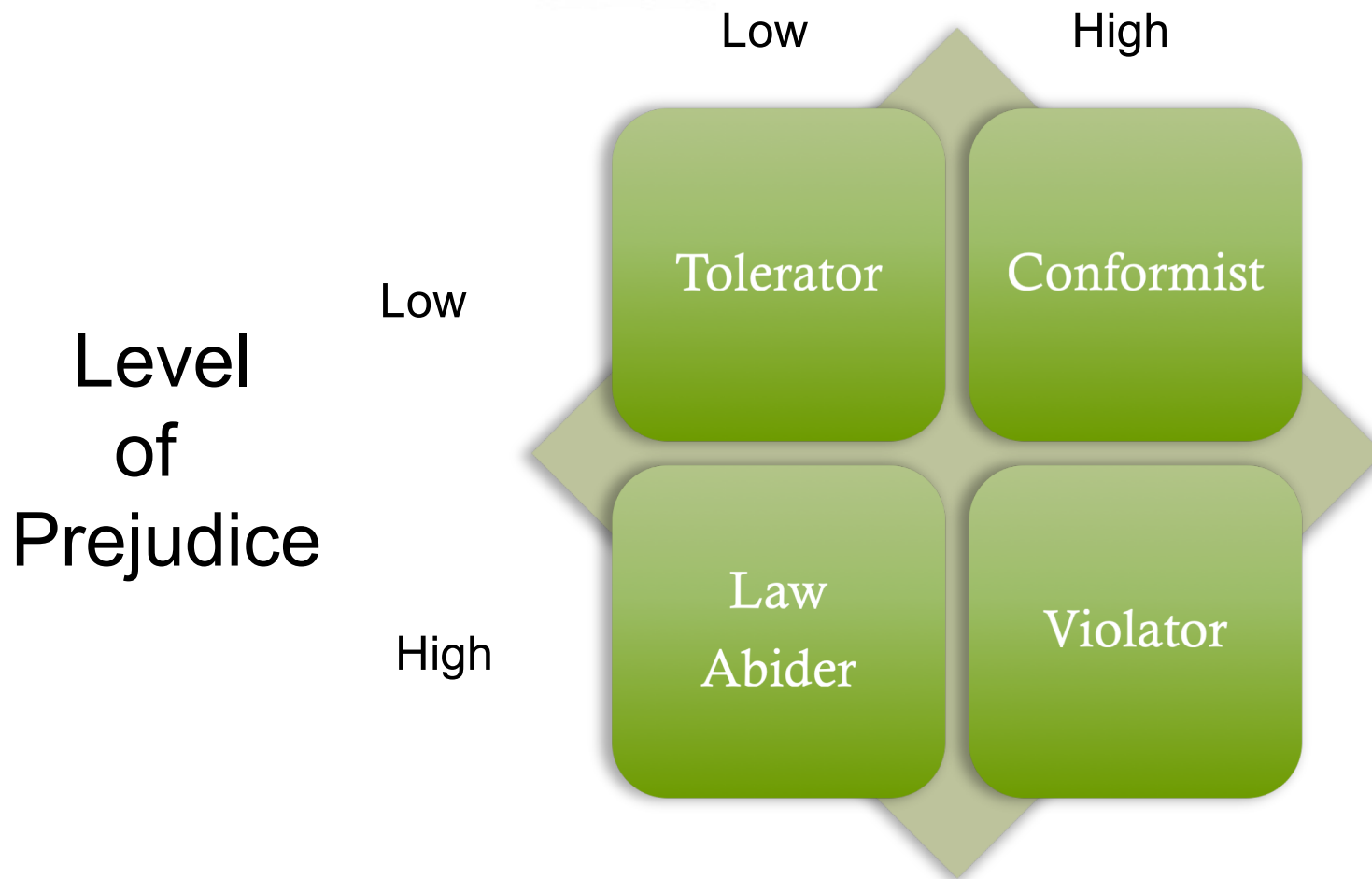


Diversity in Organizations

- ◆ PREJUDICE = A negative *attitude* toward a specific group, causing us to evaluate individuals negatively because of group affiliation.
- ◆ DISCRIMINATION = negative *behavior* toward members of a group.

Types of Discriminators

Level of Discrimination



Stereotyping

STEREOTYPE.
IT'S FASTER.

6/9/10



Stereotyping

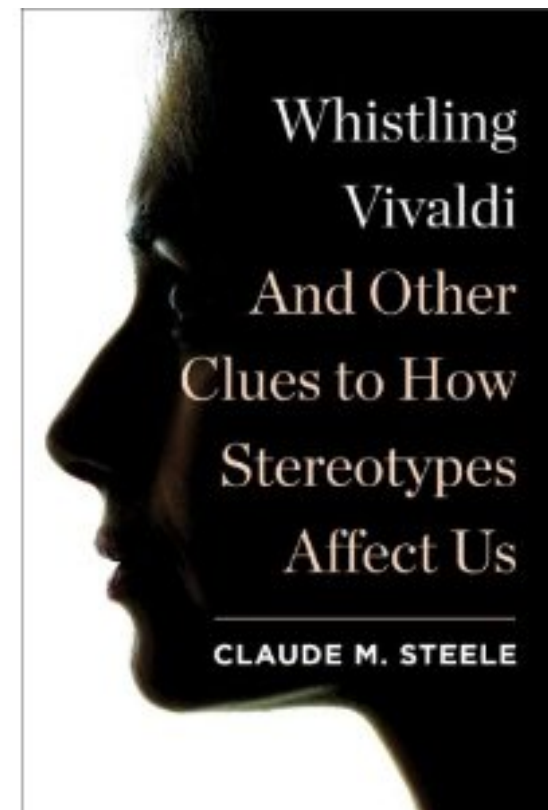


Stereotypes can affect the performance of the person being stereotyped

Stereotype Threat

The risk of confirming a negative stereotype about one's group as self characteristic.

Steele, 1999



Legal Issues in Workplace Diversity

- ◆ Equal Employment Opportunity Commission (EEOC)
- ◆ “Protected Classes” of People
- ◆ Bona Fide Occupational Qualification (BFOQ)
- ◆ Adverse Impact
 - ◆ Determined by the “four-fifths rule”

Which Classes are “Protected?”

- ◆ Race
- ◆ Color
- ◆ Sex
- ◆ National Origin
 - ◆ e.g., Hispanics
- ◆ Age
- ◆ Disability
- ◆ Pregnancy
- ◆ Religion & Religious Practices

Does requirement directly refer to member of federally protected class?

no

Has case law, state law, or local law expanded definition of protected class?

no

Does requirement have adverse impact?

yes

Is requirement subterfuge for discrimination?

no

Is requirement job related?

yes

Were alternatives with less adverse impact considered?

yes

Probably Legal

yes

yes

BFOQ?

no

Probably Illegal

yes

Probably Legal

no

yes

Probably Illegal

no

Probably Illegal

no

Probably Illegal

Adverse Impact

Occurs when the selection rate for one group is less than 80% of the rate for the highest scoring group

	Male	Female
Number of applicants	50	30
Number hired	20	10
Selection ratio	.40	.33

$$.33/.40 = .83 > .80 \text{ (no adverse impact)}$$



Adverse Impact - Example 2

	Male	Female
Number of applicants	40	20
Number hired	20	4
Selection ratio	.50	.20

$$.20/.50 = .40 < .80 \text{ (adverse impact)}$$



Examples of EEOC Settlements

- ◆ 1993: Shoney's restaurant chain settled a racial discrimination case for \$132.5 million. (Persistent discrimination against African-American employees.) Also agreed to institute an affirmative action plan over next ten years.
- ◆ 1996: Texaco paid \$176 million to 1400 current & former African-American employees (over public airing of tape of executive using a racial slur).
- ◆ 2000: Coca-Cola settled a racial discrimination case for \$192.5 million.
- ◆ 2000: Nextel settled a gender/race/age suit for \$176 million.
- ◆ 2005: Abercrombie & Fitch settled a sex/race complaint for \$40 million
- ◆ 2010: Novartis settled a sex discrimination suit for \$175 million.
- ◆ 2013: Merrill Lynch settled a racial discrimination case for \$160 million (\$111,000 each for 1,433 individuals).

Sexual Harassment & Gender Discrimination



Managing Diversity in Organizations

- ◆ Surface-Level Diversity (Demographics)
 - ◆ versus
- ◆ Deep-Level Diversity (Values & Personality)

Diversity Training



Diversity Training

- ◆ Goals:
 - ◆ Raising awareness; combating cluelessness
 - ◆ Skill building
 - ◆ Care must be taken not to alienate people
- ◆ It is essential that leaders send strong message about its importance
- ◆ Reciprocal Mentoring
 - ◆ Match very different junior-senior people for mutual learning
- ◆ Diversity Celebration Days

Managing Prejudiced Employees



'You can discriminate against some of your employees some of the time, all of your employees some of the time, some of your employees all of the time, or I suppose you could study this.'

Managing Prejudiced Employees

- ◆ Companies are ethically obligated to confront prejudicial behavior, even if it does not cross a legal line.
 - ◆ Hostile Work Environment
- ◆ Example: The “Calm Questioning Technique”
 - ◆ Get people to think rationally about their comments

Emotions & Moods

(Chapter 4)

- ◆ Is “Emotional Intelligence” really a thing?



EMOTIONAL
INTELLIGENCE

Is “Emotional Intelligence” Real?



Emotional intelligence is an essential part of the whole person.

Is “Emotional Intelligence” Real?

Low Emotional Intelligence

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat

Personality & Values

(Chapter 5)

- ◆ At least partially biological and under genetic control
 - ◆ Some traits more influenced by experience than others
- ◆ How your nervous system typically responds to physical & social stimuli

Measuring Personality

- ◆ [How well do you really know yourself?](#)
- ◆ Establishing the validity of a personality measure can be tricky



Choosing the Right Career for Your Personality





A person in a light blue shirt and dark pants is walking away from the camera on a paved road. The road splits into two paths ahead, creating a fork. The background shows a hazy landscape with mountains under a sunset sky. The text 'CHOOSING THE RIGHT CAREER PATH' is overlaid on the image. 'CHOOSING THE RIGHT' is in white, and 'CAREER PATH' is in red with a red underline.

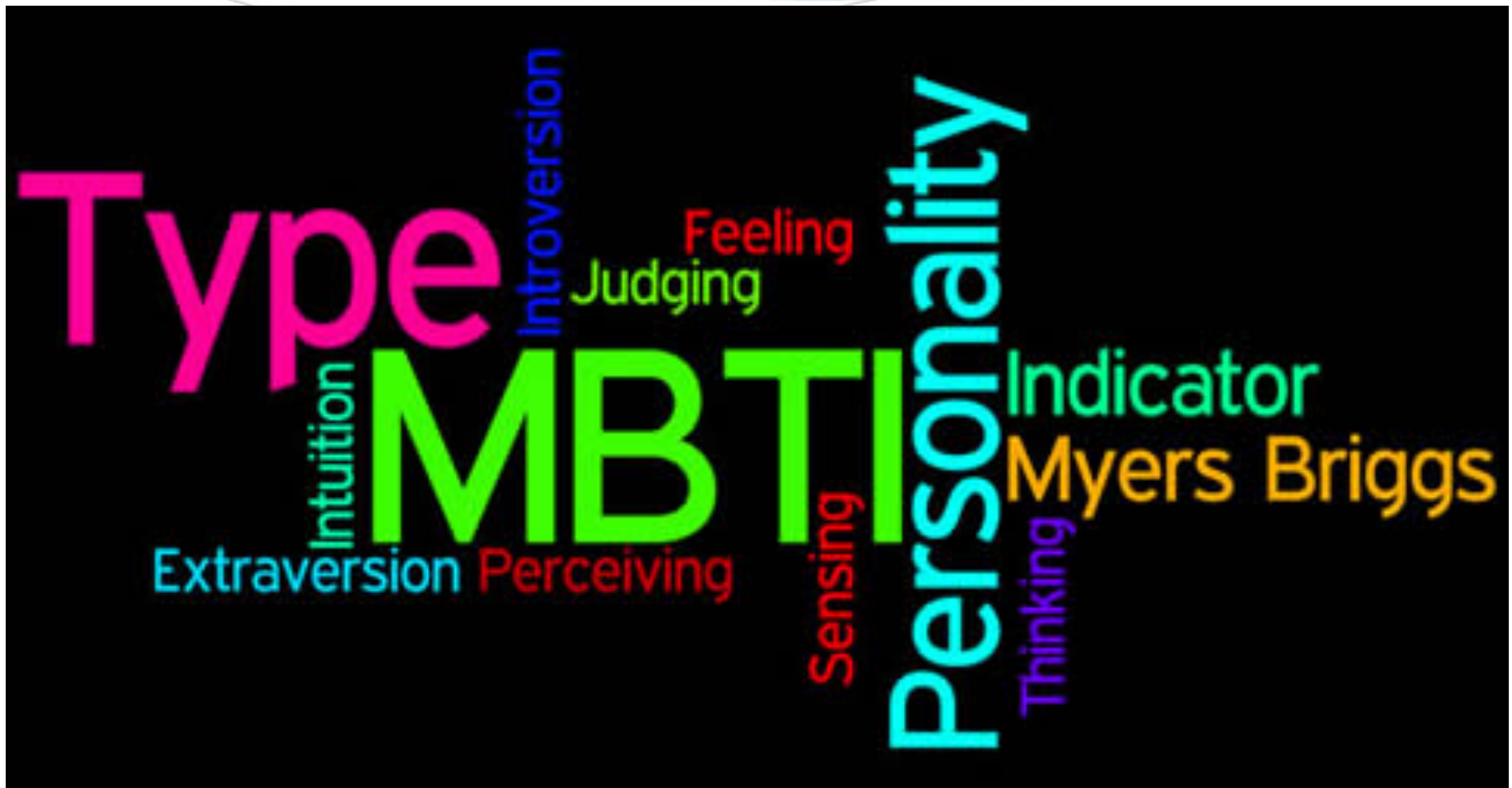
CHOOSING THE RIGHT CAREER PATH

The long-term misery of choosing badly

Vocational Preference Inventories

- ◆ Strong Interest Inventory (SII)
- ◆ Kuder Preference Record
 - ◆ Forced choice of 3 activities: most liked, least liked, middle
- ◆ Myers-Briggs Type Inventory (MBTI)
- ◆ Holland's Environment-Type Theory (VPI)

The Myers-Briggs Type Indicator



Myers-Briggs Type Indicator (MBTI)

- ◆ There are Four Basic Functions
 - ◆ Two Kinds of Perception
 - ◆ Sensing (S) – Relies on observation, memory for detail
 - ◆ Intuition (N) – Relies on insight, deeper meaning, more imaginative
 - ◆ Two Kinds of Judgment
 - ◆ Thinking (T) – Logic, Objectivity, cause-effect, seeks rational order
 - ◆ Feeling (F) – Value driven, subjective, seeks harmony, sensitive to people rather than technical details of problem

Myers-Briggs Type Indicator (MBTI)

- ◆ There are Four Basic “Attitudes toward Life”
 - ◆ Extraversion (E) vs. Introversion (I)
 - ◆ Action-oriented & sociable vs. focused on inner ideas, thoughtful detachment, solitude/privacy
 - ◆ Judging (J) vs. Perceiving (P)
 - ◆ Spontaneous & Curious vs. Planning & Organizing

The Myers-Briggs Type Indicator

Four MBTI Dichotomies

Where do we get our energy?

Extraversion

Introversion

How do we take in information?

Sensing

Intuition

How do we make decisions?

Thinking

Feeling

How do we organize our world?

Judging

Perceiving

The Myers-Briggs Type Indicator

What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type.
For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

E

Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

I

Introversion

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer

S

Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer

N

Intuition

ISTJ

Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

ESTP

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ

Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

ENTJ

Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer

T

Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer

F

Feeling

4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer

J

Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

P

Perceiving

The Myers-Briggs Type Indicator

Popular Career Choices by Type

<p>ISTJ (14%) <i>Take Your Time and Do It Right</i></p> <p>Steelworker Veterinarian Police / Detective Accountant / Auditor Manager / Administrator Military Officer Engineering Technician Efficiency Analyst Estate Planner</p>	<p>ISFJ (11%) <i>On My Honor, To Do My Duty</i></p> <p>Physician: Family, GP Dietician / Nutritionist Teacher: Preschool, Elem. Guidance Counselor Librarian Nurse Optician Clerical Supervisor Probation Officer</p>	<p>INFJ (2%) <i>Catalyst for Positive Change</i></p> <p>Psychologist / Psychiatrist Clergy Novelist / Playwright Human Resources Teacher: English/Drama Educational Consultant Social Worker Mediator Speech Pathologist</p>	<p>INTJ (3%) <i>Competence + Independence=Perfection</i></p> <p>Computer Programmer College Professor Chemical Engineer Lawyer / Judge Architect Scientist: Management Consultant Strategic Planner Investment Banker</p>
<p>ISTP (6%) <i>Doing the Best with What I've Got</i></p> <p>Farmer Construction Worker Pilot Computer Specialist Banker Intelligence Agent Park Ranger Engineer Police / Security</p>	<p>ISFP (6%) <i>It's the Thought That Counts</i></p> <p>Administrative Assistant Fashion Designer Chef Physical Therapist Beautician Landscape Designer Storekeeper / Clerk Dental Assistant Bookkeeper</p>	<p>INFP (4%) <i>Still Waters Run Deep</i></p> <p>Minister / Priest Musician / Composer Psychologist / Psychiatrist HR Development Educational Consultant Social Worker / Counselor Writer / Editor / Reporter Artist / Entertainer Teacher: Special Ed, Art</p>	<p>INTP (5%) <i>Ingenious Problem Solvers</i></p> <p>Researcher Computer Programmer Chemist / Biologist Lawyer Financial Planner Mathematician Technical Consultant Artist / Photographer College Professor</p>
<p>ESTP (6%) <i>Let's Get Busy!</i></p> <p>Paramedic / Firefighter Pro Athlete Auditor Field Sales Rep Optometrist Marketing Professional Promoter Stockbroker General Contractor</p>	<p>ESFP (7%) <i>Don't Worry, Be Happy!</i></p> <p>Lifeguard / Rec. Attendant Child Care Worker Sales Representative Travel Agent Receptionist / Secretary Promoter / Fund-Raiser Respiratory Therapist Film Producer Waiter / Waitress</p>	<p>ENFP (7%) <i>Anything's Possible</i></p> <p>Journalist Character Actor Marketing Consultant Advertising Director Corporate Trainer Teacher: Drama / Music Counselor / Psychologist Musician / Composer Photographer</p>	<p>ENTP (5%) <i>Life's Entrepreneurs</i></p> <p>Politician Sales Manager Venture Capitalist Systems Analyst Market Researcher Strategic Planner Management Consultant Advertising Director Newscaster / Reporter</p>
<p>ESTJ (11%) <i>Taking Care Of Business</i></p> <p>Teacher: Trade/Technical Project Manager School Administrator Factory Supervisor Executive Military Officer Public Official Bank Officer Insurance Agent</p>	<p>ESFJ (11%) <i>What Can I Do For You?</i></p> <p>Nurse / Phys. Therapist Pediatric Medicine Teacher: K-12 Retail Owner / Operator Athletic Coach Flight Attendant Hairdresser Office Manager Home Economist</p>	<p>ENFJ (4%) <i>The Public Relations Specialist</i></p> <p>Writer / Journalist Psychologist / Counselor Clergy / Priest Entertainer / Actor Marketing / Public Relations Recruiter Trainer / Consultant Teacher: College Physician: Family, GP</p>	<p>ENTJ (4%) <i>Everything's Fine – I'm in Charge</i></p> <p>Executive / CEO Investment Broker Business Consultant Attorney / Judge Sales Manager Credit Investigator Marketing Personnel Computer Professional Franchise Owner</p>

Remember: All 16 types can be successful in any profession.

Holland's Environment-Type Theory

- ◆ The Choice of Vocation is an Expression of Personality
- ◆ Interest Inventories are Personality Inventories
- ◆ Vocational Stereotypes Have Psychological Meaning
- ◆ People in Vocations have similar personalities & histories
- ◆ Similarities create characteristic work environments
- ◆ Occupational satisfaction, stability, & achievement depend upon the match between one's personality and the work environment.

Holland's Personality Types from the VPI

- ◆ REALISTIC
- ◆ INVESTIGATIVE
- ◆ ARTISTIC
- ◆ SOCIAL
- ◆ ENTERPRISING
- ◆ CONVENTIONAL

The Realistic Type

- ◆ Prefers working with objects, tools, machines, animals
- ◆ Aversion to educational & therapeutic activities
- ◆ Perceives self as having mechanical & athletic ability
- ◆ Perceives self as lacking in human relations abilities
- ◆ Values tangible rewards: money, power, status
- ◆ Simple, direct, masculine methods for coping with others
- ◆ Self-Descriptors: practical, thrifty, self-effacing, genuine, masculine, frank, conforming, normal, natural.

The Investigative Type

- ◆ Prefers working with observational, symbolic, theoretical investigations of scientific or cultural phenomena
- ◆ Aversion to persuasive, social, repetitive activities
- ◆ Perceives self as having scholarly, mathematical, & scientific ability; values science
- ◆ Perceives self as lacking leadership ability
- ◆ Self-descriptors: Analytical, cautious, curious, critical, intellectual, introspective, introverted, methodical, pessimistic, precise, rational, unassuming, unpopular

The Artistic Type

- ◆ Prefers working with ambiguous, free, unsystematic activities
- ◆ Aversion to explicit, ordered, systematic activities
- ◆ Perceives self as having language, artistic, musical, dramatic ability
- ◆ Perceives self as lacking in clerical & business competence
- ◆ Values Aesthetic Qualities
- ◆ Self-Descriptors: Original, intuitive, feminine, nonconforming, introspective, independent, disorderly, artistic

The Social Type

- ◆ Prefers working with People (teaching, training, curing)
- ◆ Aversion to working with tools & machines
- ◆ Perceives self as having interpersonal & educational skills
- ◆ Perceives self as lacking in manual/technical competence
- ◆ Values social and ethical activities & problems
- ◆ Self-Descriptors: Likes to help others, has teaching ability, cooperative, feminine, friendly, generous, helpful, idealistic, insightful, kind, sociable, responsible, tactful

The Enterprising Type

- ◆ Prefers working toward organizational goals & economic gain
- ◆ Aversion to observational, symbolic, systematic activities
- ◆ Perceives self as having leadership, interpersonal, persuasive ability
- ◆ Perceives self as lacking in scientific competency
- ◆ Values political and economic achievement & recognition
- ◆ Self-Descriptors: Aggressive, popular, self-confident, sociable, possessing leadership & public speaking abilities, ambitious, adventurous, argumentative, energetic, domineering, flirtatious, impulsive, optimistic, pleasure-seeking

The Conventional Type

- ◆ Prefers explicit, ordered, systematic activities to attain organizational and economic goals
- ◆ Aversion to ambiguous, unstructured, exploratory activities
- ◆ Perceives self as having clerical, computational competence
- ◆ Values business & economic achievement
- ◆ Self-descriptors: conforming, orderly, dependable, efficient, inflexible, inhibited, obedient, practical, persistent, self-controlled, unimaginative

Some Other Personality Traits Relevant to Organizational Behavior:

- ◆ The “Big Five”
- ◆ The “Dark Triad”
 - ◆ Machiavellianism
 - ◆ Narcissism
 - ◆ Psychopathy
- ◆ Self-Monitoring
- ◆ Core Self-Evaluation
- ◆ Proactive Personality

The “Big Five” Personality Traits

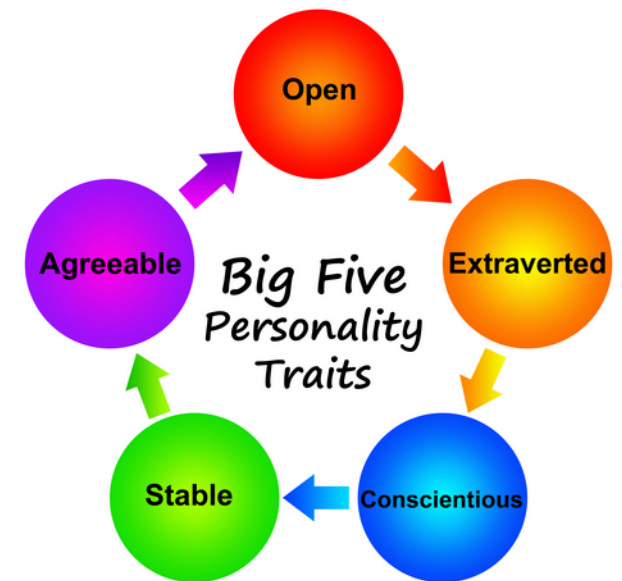
Extraversion

Agreeableness

Conscientiousness (Will to Achieve)

Neuroticism (Emotional Stability)

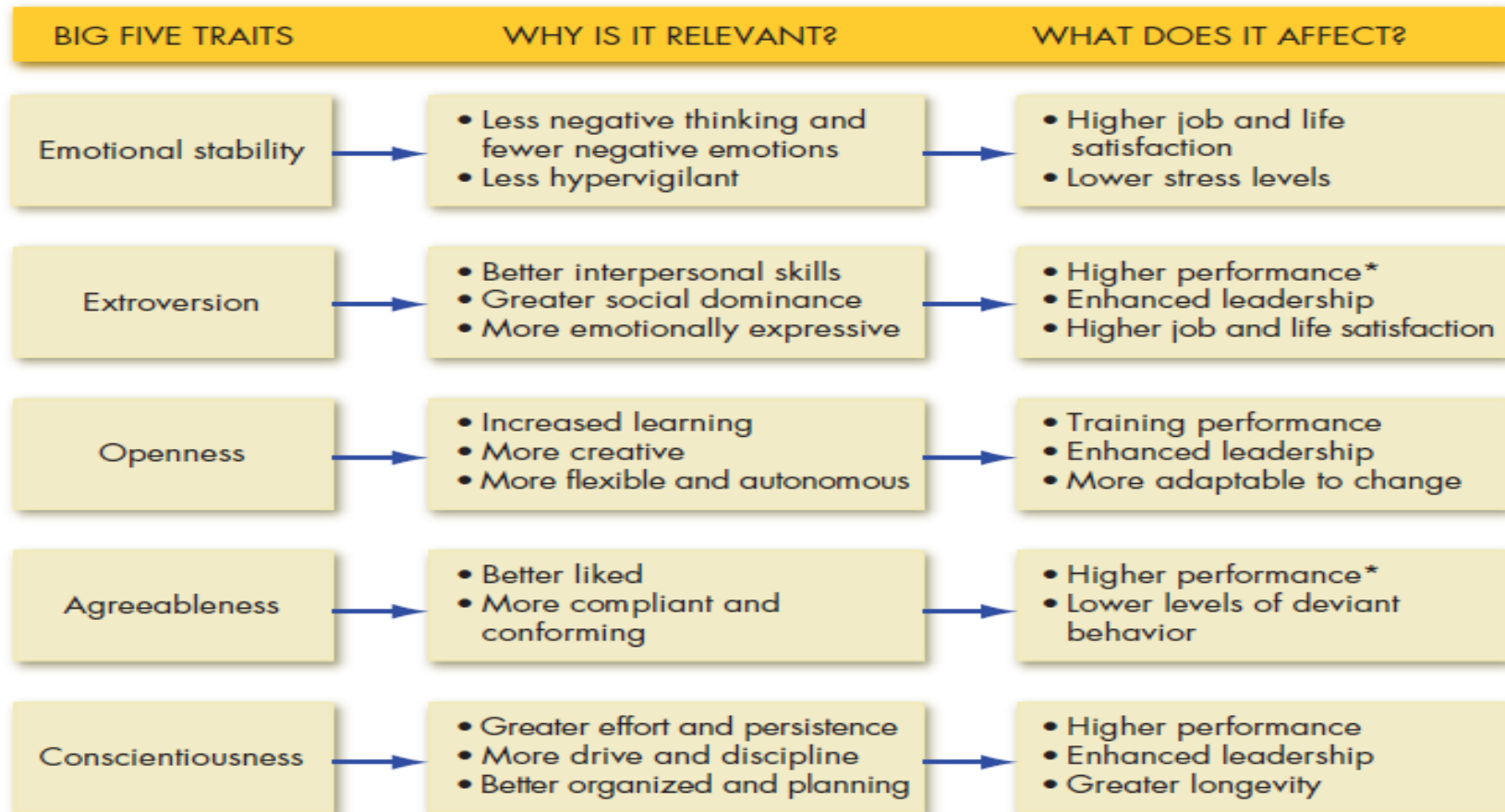
Openness to Experience



How The Big Five Traits Predict Behavior At Work

Exhibit 5-2

Model of How Big Five Traits Influence OB Criteria



Trait Activation Theory

- ◆ Some situations or events trigger or “activate” a trait, making it more relevant than others.
- ◆ For example, certain traits are more relevant in some jobs than in others.

How the Situation Affects Whether Traits Predict Behavior

Exhibit 5-3

Trait Activation Theory: Jobs in Which Certain Big Five Traits Are More Relevant

Detail Orientation Required	Social Skills Required	Competitive Work	Innovation Required	Dealing with Angry People	Time Pressure (Deadlines)
Jobs scoring high (the traits listed here should predict behavior in these jobs)					
Air traffic controller	Clergy	Coach/scout	Actor	Correctional officer	Broadcast news analyst
Accountant	Therapist	Financial manager	Systems analyst	Telemarketer	Editor
Legal secretary	Concierge	Sales representative	Advertising writer	Flight attendant	Airline pilot
Jobs scoring low (the traits listed here should not predict behavior in these jobs)					
Forester	Software engineer	Postal clerk	Court reporter	Composer	Skincare specialist
Masseuse	Pump operator	Historian	Archivist	Biologist	Mathematician
Model	Broadcast technician	Nuclear reactor operator	Medical technician	Statistician	Fitness trainer
Jobs that score high activate these traits (make them more relevant to predicting behavior)					
Conscientiousness (+)	Extraversion (+) Agreeableness (+)	Extraversion (+) Agreeableness (-)	Openness (+)	Extraversion (+) Agreeableness (+) Neuroticism (-)	Conscientiousness (+) Neuroticism (-)

Self-Monitoring



Personality & Dominance Behavior



What are Dark Triad Characters Like?



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What are Dark Triad Characters Like?



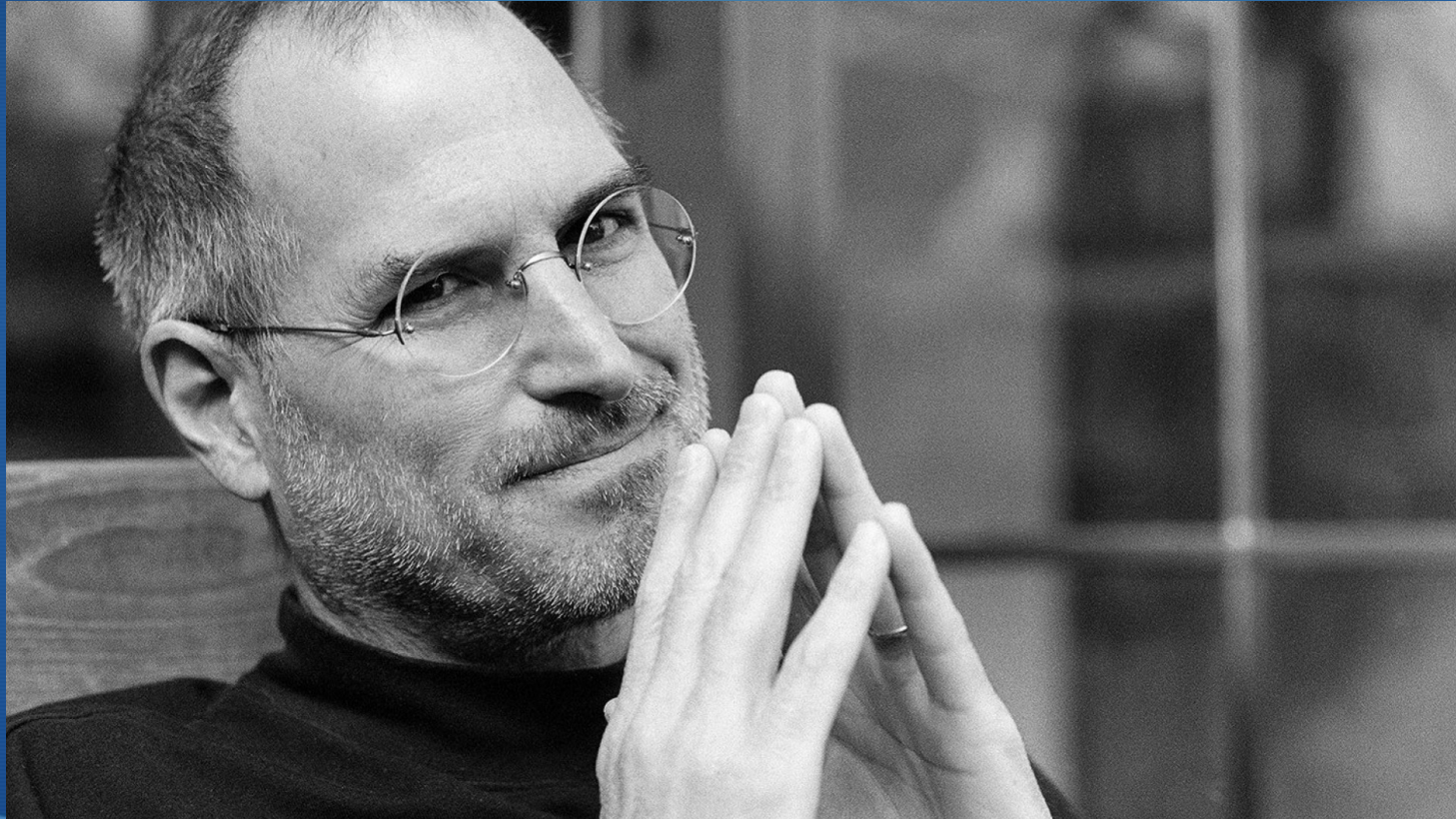
What are Dark Triad Characters Like?



www.desktopextreme.com | Star Wars Darth Vader | Galaxies Divided | © Lucasarts



What are Dark Triad Characters Like?



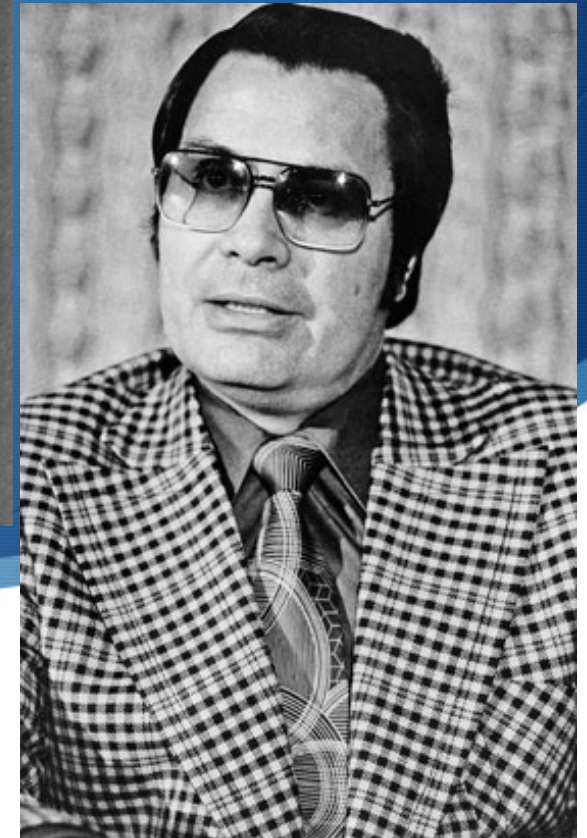
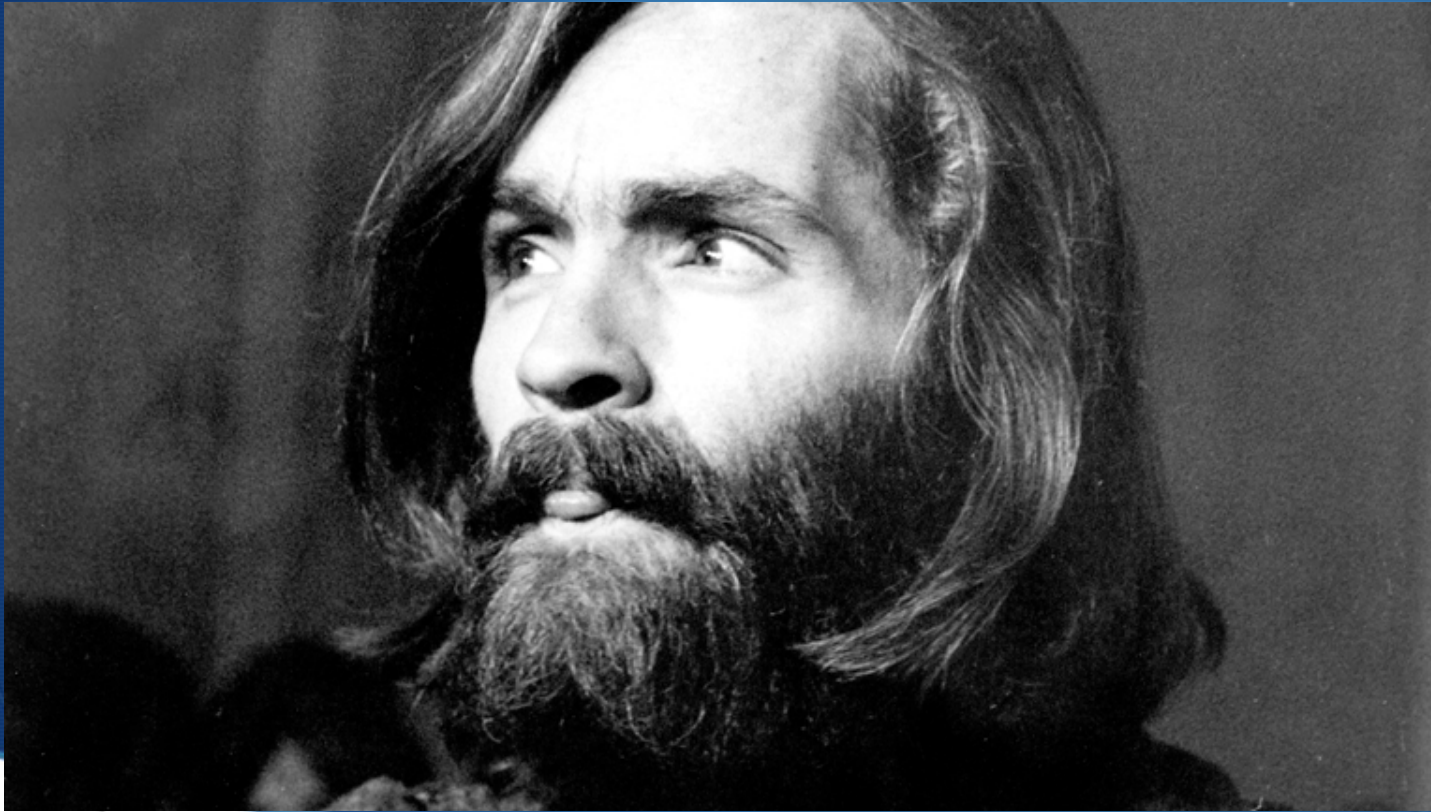
What are Dark Triad Characters Like?



What are Dark Triad Characters Like?



What are Dark Triad Characters Like?



What are Dark Triad Characters Like?



Play
Clip



The Dark Triad

Trait	Score	Percentile
Narcissism	1.8	23.1
	Narcissism is an egotistical preoccupation with self. [more]	
Machiavellianism	3.1	78.1
	Machiavellianism is a tendency to be manipulative and deceitful. [more]	
Psychopathy	3.5	91.2
	Psychopathy reflects shallow emotional responses. [more]	



The Dark Triad

Charming 

Immoral 

Narcissistic 

Common Traits of Dark Triad People

(From Jonason & Webster, 2012)

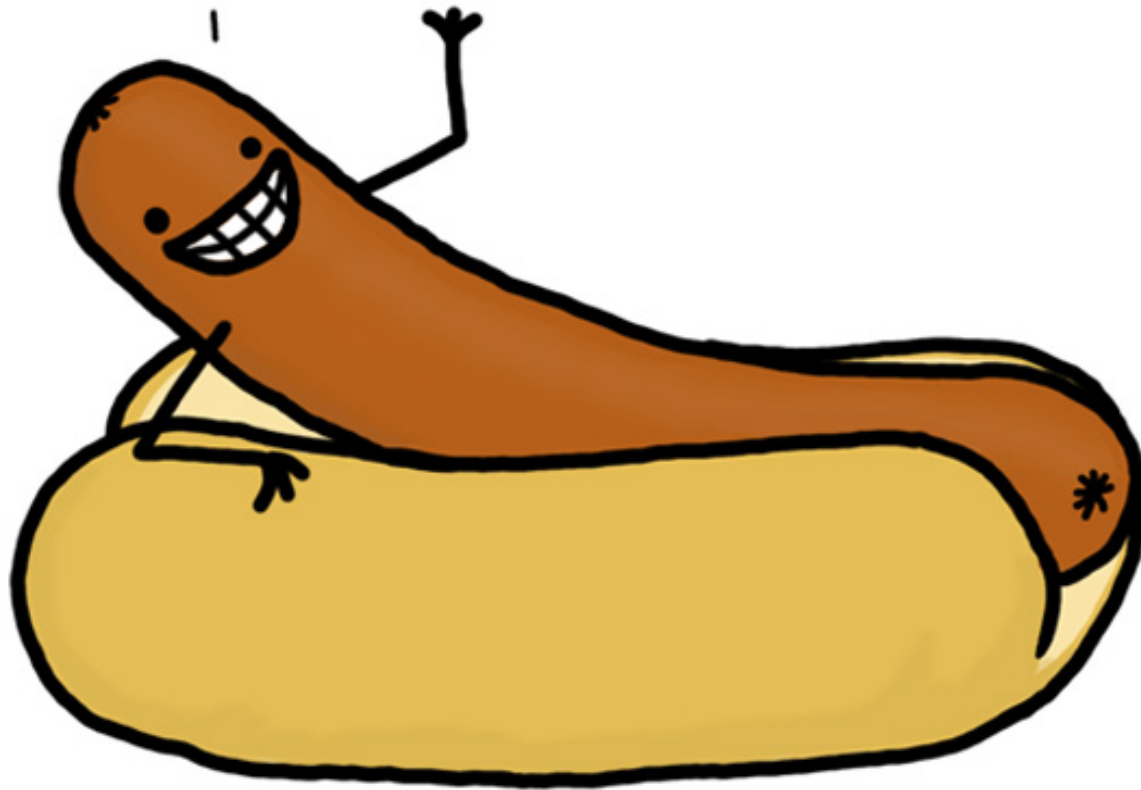
- Selfish
- Competitive
- Sense of entitlement
- Sense of superiority
- Dominant
- Glib social charm
- Callous social attitudes
- Impulsive; low self-control
- Frequent lying



- Ruthless self-advancement
- Manipulative
- Use seduction/charm or hardball strategies as needed
- Equally manipulative with strangers, friends, & relatives

Narcissism

Hey,
Everybody!



I AM AWESOME

Symptoms of Narcissism



- ◆ Grandiose sense of self importance; may respond aggressively if others fail to acknowledge their greatness.
- ◆ Fantasies of unlimited success, power, beauty, etc
- ◆ Believes that he/she is unique & “special”
- ◆ Strong sense of entitlement – need for admiration
- ◆ In spite of arrogance, can be charming (at least at first)
- ◆ Prone to envy
- ◆ Conversations always end up being about themselves

Narcissist Aggressive Response to Attacks or Disrespect



Play Clip



Psychopathy



www.sott.net

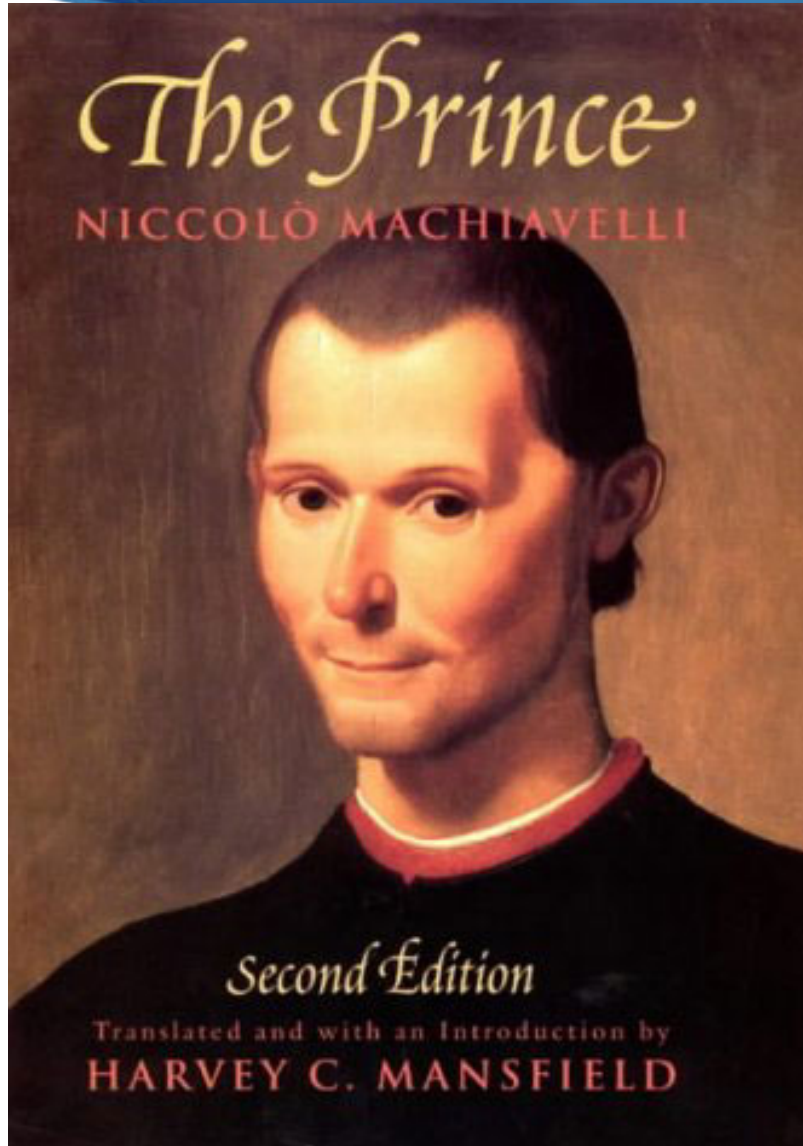
Symptoms of Psychopathy



- 💧 Glib & superficially charming
- 💧 High need for stimulation; prone to boredom
- 💧 Pathological Lying
- 💧 Lack of empathy/remorse/guilt
- 💧 Limited range or depth of feelings & emotions
- 💧 Parasitic Lifestyle
- 💧 Promiscuous sexual behavior
- 💧 Lack of long-term goals

Machiavellianism

(Christie & Geis, 1970)



Reflects the degree to which a person is willing to manipulate others to reach a goal.

Machiavellianism

(Christie & Geis, 1970)

High Machs

- ◆ Coldly manipulative in interpersonal bargaining situations
- ◆ Lack of concern with conventional morality
- ◆ Non-emotional in arousing situations
- ◆ Less susceptible to the influence of others
- ◆ More accurate in sizing up other people and situations
- ◆ Restructure situations to their own liking

Low Machs

- ◆ Oriented toward pleasing other people
- ◆ Moral
- ◆ Do not treat others as objects
- ◆ Susceptible to social influence
- ◆ Accept and follow structure
- ◆ Can get caught up in social interaction and lose sight of task

Machiavellianism

(Christie & Geis, 1970)

- ◆ Three things describe situations in which High Machs have advantages over Low Machs
 - ◆ Face-to-Face Interaction
 - ◆ Great latitude for improvisation
 - ◆ Arousal of emotion irrelevant to task at hand

Laboratory Studies of Machiavellianism

- ◆ Videotape deception studies
- ◆ The “Ten Dollar Game”
- ◆ The Con Game

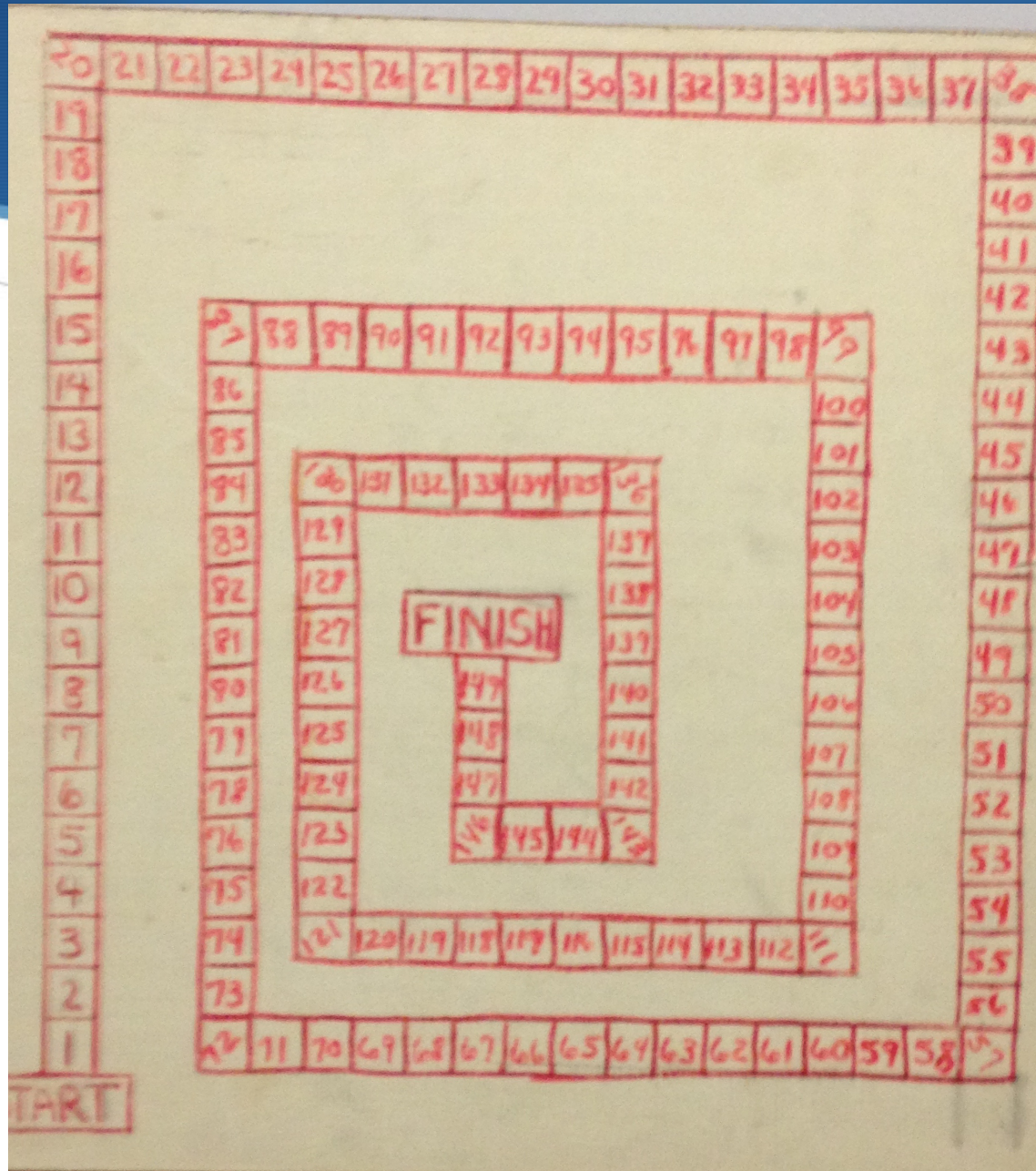
The Ten Dollar Game



Results of the Ten Dollar Game

- Hi Mach Average Winnings = \$5.57
- Middle Mach Average Winnings = \$3.14
- Lo Mach Average Winnings = \$1.29

The Con Game



Machiavellianism

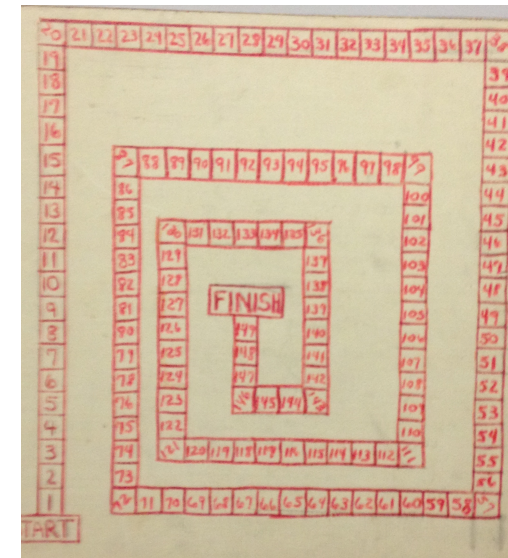
(Christie & Geis, 1970)

- ◆ Three things describe situations in which High Machs have advantages over Low Machs
 - ◆ Face-to-Face Interaction
 - ◆ Great latitude for improvisation
 - ◆ Arousal of emotion irrelevant to task at hand

Machiavellianism: The Con Game

(Christie & Geis, 1970)

- ◆ Three Players progress from “Start” to “Finish” by rolling dice & multiplying the higher of the two dice by one of six “power cards” the person holds
- ◆ It is arranged that one person has high value power cards, one has middle value cards, and one has low value cards.
 - ◆ It is also arranged that any two players in a coalition can beat the third player
 - ◆ In coalitions, on each turn each player uses a card and move forward by the higher die multiplied by the sum of the two cards
 - ◆ Each coalition starts with an agreement about how 100 points will be divided if they win
 - ◆ Coalitions may be made or broken at will.
- ◆ Player (or coalition) that reaches “Finish” first receives 100 points.
- ◆ Games usually involve a Hi Mach, a Middle Mach, & a Low Mach
- ◆ Variables in Game:
 - ◆ Who has the high and low power cards?
 - ◆ Ambiguity: Are all cards face up on the table or are they hidden from view?



Machiavellianism: Results from The Con Game (Christie & Geis, 1970)

- ◆ Mean Game Score Across Conditions:
 - ◆ Hi Machs = 47.32 points
 - ◆ Middle Machs = 31.11 points
 - ◆ Lo Machs = 21.58 points

Machiavellianism: Results from The Con Game (Christie & Geis, 1970)

- Mean Points and Ambiguity (cards showing vs. hidden):
 - Hi Machs = 41.83 vs. 52.80
 - Middle Machs = 31.68 vs. 30.53
 - Lo Machs = 26.48 vs. 16.67

Machiavellianism: Results from The Con Game (Christie & Geis, 1970)

- ◆ Mean Points and Power Position (Lo vs. Middle vs. Hi):
 - ◆ Hi Machs = 19.32 vs. 42.73 vs. 63.45
 - ◆ Middle Machs = 16.59 vs. 35.23 vs. 43.23
 - ◆ Lo Machs = 14.54 vs. 23.54 vs. 41.36
 - ◆ All Players = 16.82 vs. 33.83 vs. 49.35

The Seven Deadly Sins



Dark Triad personality traits are better predictors of committing the “Seven Deadly Sins” than one’s moral foundations (Jonason, Zeidler-Hill, & Okan, 2017)

*Sinning measured by the “Vice & Virtues Scale (Veselka, et al, 2014);

*Moral foundations measured by the “Moral Foundations Questionnaire (Graham et al, 2011)



Can Dark Triad Personality Traits Help You Get Ahead in Business?



Can Dark Triad Personality Traits Help You Get Ahead in Business?



YES!

A 15-year longitudinal study found that individuals with psychopathic and narcissistic characteristics gravitate towards the top of organizational hierarchies and had higher levels of financial attainment.

(Wille, De Fruyt, & De Clerq, 2012)



Can Dark Triad Personality Traits Help You Get Ahead in Business?



YES!

It is estimated that the base rate for clinical levels of psychopathy is three times higher among corporate boards than in the overall population.
(Boddy, Ladyshevsky, & Galvin, 2010).



Can Dark Triad Personality Traits Help You Get Ahead in Business?



YES!

A study of 793 early career executives in Germany found that high Machiavellianism predicted leadership position & job satisfaction, high narcissism predicted salary.
(Spurk, Keller, & Hirschi, 2016)



Can Dark Triad Personality Traits Help You Get Ahead in Business?



YES – BUT!

Studies show that Dark Triaders are Good at getting ahead, but once in power the inability to get along and unnecessary risk-taking can cause Them to derail and implode.

(Hogan, 2007; Furnham, 2010))



The Dark Triad & Personal Relationships



The Dark Triad & Relationships

(from Jonason, 2012)

Narcissistic women choose attractive same-sex friends

High Machiavellian women choose same-sex friends with high social status

Psychopathic men choose same-sex friends who can advance their mating efforts

Dark Triaders prefer short-term to long-term romantic relationships

The Dark Triad & Relationships

(from Marcinkowska, Lyons, & Helle, 2016)

Women with preferences for narcissistic male faces had
Higher numbers of offspring for their age

Women with preferences for Machiavellian faces had *fewer*
offspring for their age



The Dark Triad & Relationships



ending a relationship

Cross-cultural data indicate that unhappy relationships follow Dark Triad individuals throughout life. (Jonason, 2013)



Sarah, 32, met Bernie through mutual friends.

He was ‘probably the most charming man I have ever met’, she says. ‘He had the ability to make you feel like the most important person in the room.’

At first it felt like the best relationship of my life. He’d make the kind of grand romantic gestures that you only see in films – filling my bedroom with flowers, kidnapping me for romantic weekends away.’

After a few blissful months, Sarah started pushing Bernie to meet her parents, or book a holiday together, but he wouldn’t commit. ‘I realised that everything we did was on his terms. I wanted the normal, boring bits of a relationship, too.’ The more she pushed, the more distant he became, until she ended the affair.

‘He remained gorgeous and charming and I couldn’t work out what was wrong with me – why was I spoiling things?’

What are Dark Triad Characters Like?



Play
Clip



Psychopathy & Leadership



A New Way to Think About Psychopathy

(Dutton, 2016)

- Imagine 8 adjustable dials:
 - Fearless Dominance
 - Social Influence
 - Fearlessness
 - Stress Immunity
 - Self-Centered Impulsivity
 - Machiavellianism
 - Rebellious Nonconformity
 - Blame Externalization
 - Carefree Nonplanfulness
 - Cold Heartedness

In Politics, What Combination Matters?

(Based upon interviews with politicians, commentators, scholars)

- ◆ Successful Leaders must have:
 - ◆ The ability to Make Decisions Under Pressure
 - ◆ Superficial Charm & Self-Presentation
 - ◆ Supreme Self-Confidence

Hence, Successful Leaders Should -

- ◆ Score High on Cold-Heartedness
- ◆ Score High on Fearless Dominance
- ◆ Score Low On Self-Centered Impulsivity

Psychopathy & U.S. Presidents

(Lilienfeld, 2012)

- ◆ Presidential biographers & scholars filled out personality scales on behalf of the president he/she knew well
 - ◆ All presidents up to George W. Bush
 - ◆ NEO Personality Inventory (Big 5)
- ◆ The results were extrapolated to assess where each president stood on the “Fearless Dominance” (predicted to be successful) and “Self-Centered Impulsivity” (predicted to be unsuccessful) components of psychopathy

The Top 10 Scorers on “Fearless Dominance”

(The good one!)

💧 Teddy Roosevelt

💧 John F. Kennedy

💧 Franklin D. Roosevelt

💧 Ronald Reagan

💧 Rutherford B. Hayes

💧 Zachary Taylor

💧 Bill Clinton

💧 Martin Van Buren

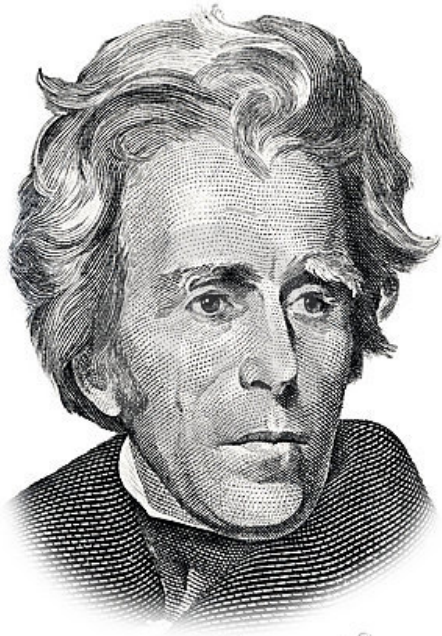
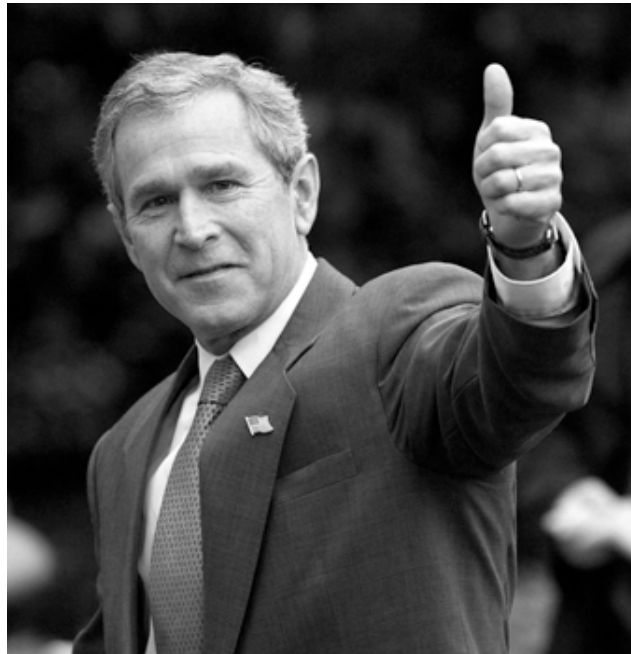
💧 Andrew Jackson

💧 George W. Bush

The Top 10 Scorers on “Self-Centered Impulsivity”

- Bill Clinton (The bad one!)
- Lyndon B. Johnson
- Andrew Johnson
- Andrew Jackson
- Chester A. Arthur
- John F. Kennedy
- Richard Nixon
- John Adams
- George W. Bush
- John Quincy Adams

So, Which Presidents Made *Both Lists*?



Psychopathy, Current Presidential Candidates, & Historical Leaders

(Dutton, 2016)



Psychopathy, Current Presidential Candidates, & Historical Leaders

- ◆ Seasoned BBC political reporter filled out scale for current presidential contenders
- ◆ Biographers of historical figures filled out the short form of the Psychopathic Personality Inventory-Revised (PPI-R) for the person they were experts on.
 - ◆ This scale breaks down psychopathy along the “8 dials” described earlier.

Ranking on Overall Psychopathy Scores

(All of the people listed below scored in the top 20% on at least one of the three dimensions)

Those in overall top 20% (in order)

◆ Saddam Hussein

◆ Henry VIII

◆ Idi Amin

◆ Donald Trump

◆ Adolf Hitler

◆ William the Conqueror

◆ Saint Paul/Jesus

◆ Ted Cruz

◆ Winston Churchill

◆ Napoleon Bonaparte

◆ Hillary Clinton

Sampling of those *not* making the overall top 20% but scoring in the top 20% on *one* of the three dimensions (in order of overall score)

◆ Emperor Nero

◆ Bernie Sanders

◆ Oliver Cromwell/Margaret Thatcher

◆ George Washington

◆ Elizabeth I

◆ Abraham Lincoln

◆ Mahatma Ghandi

Top Ten Scores on Fearless Dominance

- ◆ Saddam Hussein/William the Conqueror
- ◆ Idi Amin
- ◆ Winston Churchill/George Washington
- ◆ St. Paul
- ◆ Donald Trump
- ◆ Jesus/Abraham Lincoln/Henry VIII

Top Ten Scores on Self-Centered Impulsivity

- ◆ Adolf Hitler
- ◆ Saddam Hussein/Henry VIII
- ◆ Donald Trump
- ◆ Jesus
- ◆ Napoleon Bonaparte
- ◆ Hillary Clinton
- ◆ Ted Cruz

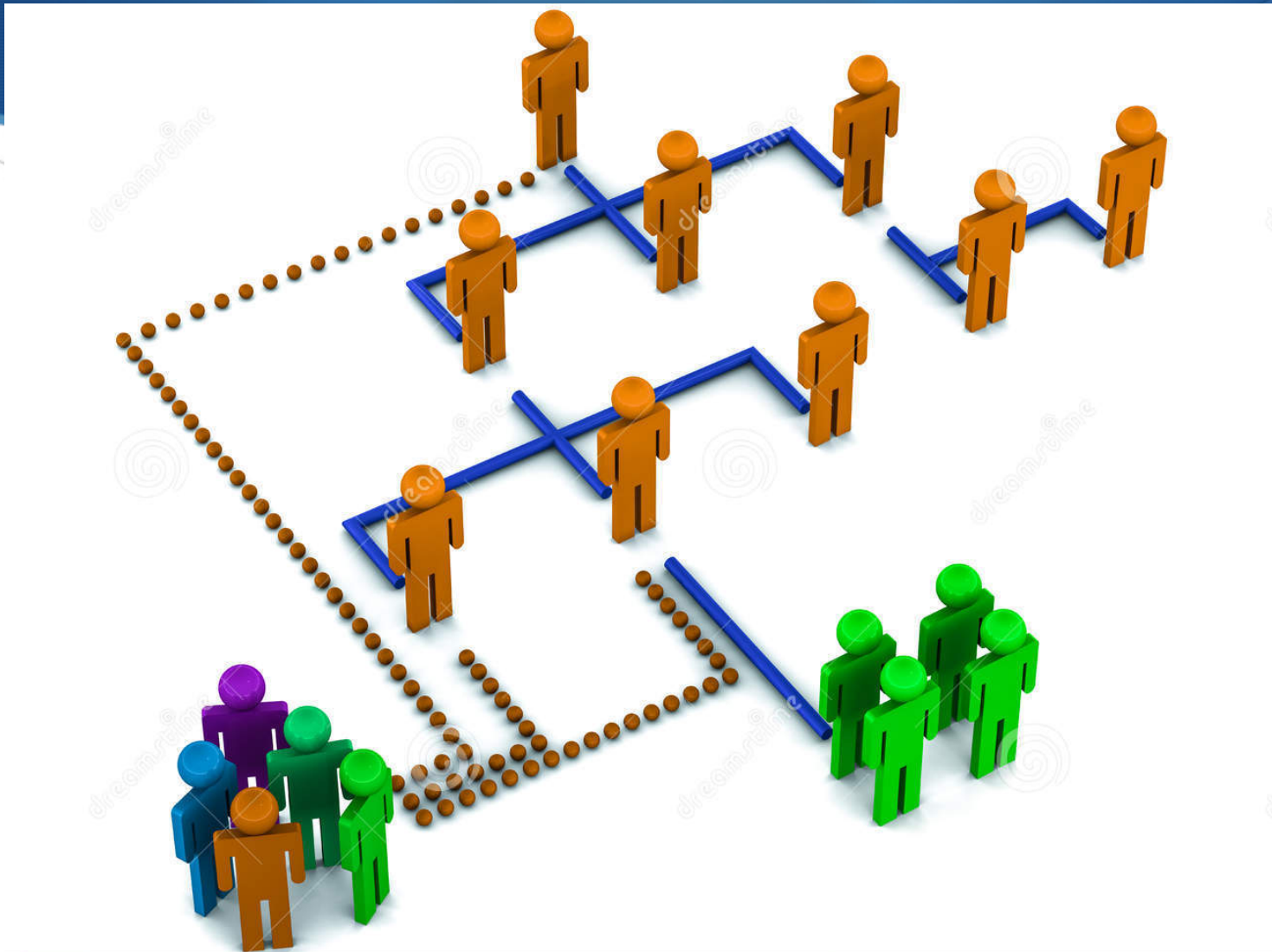
Top Ten Scores on Coldheartedness

- ◆ Adolph Hitler/Idi Amin
- ◆ Saddam Hussein
- ◆ Donald Trump/Henry VIII/Oliver Cromwell
- ◆ Ted Cruz
- ◆ Napoleon Bonaparte
- ◆ Hillary Clinton/William the Conqueror

Situation Strength Theory

- ◆ “Strong situations” overpower personality traits
- ◆ Personality traits exert more influence in “weak situations”
- ◆ Organizations tend to put people into “strong” situations that impose rules, norms, clarity, constraints, and consequences on behavior.

Organizational Structure



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Dreamstime.com

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ID 26385797

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Organizational Structure will have an Impact On:

- ◆ Organizational Culture/Climate/Personality
- ◆ The nature of organizational conflict
- ◆ The Speed of career “Plateauing”
- ◆ The Pervasiveness of the “Peter Principle”
- ◆ The Type of Communication problems an Organization will have
- ◆ The Difficulty of Managing Organizational Change

The Structure of an Organization Results from Decisions Made about Six Issues:

- ◆ Work Specialization (Division of Labor)
 - ◆ How are the tasks of a unit broken down into smaller jobs?
- ◆ Departmentalization
 - ◆ How are individual jobs recombined and grouped together?
- ◆ Chain of Command
- ◆ Span of Control
 - ◆ What is the appropriate size of a group reporting to a single supervisor?
- ◆ Centralization/Decentralization (Delegation of Authority)
 - ◆ How is authority distributed among jobs or groups of jobs?
- ◆ Formalization
 - ◆ How “[formalized](#)” are the procedures that must be followed?

Departmentalization

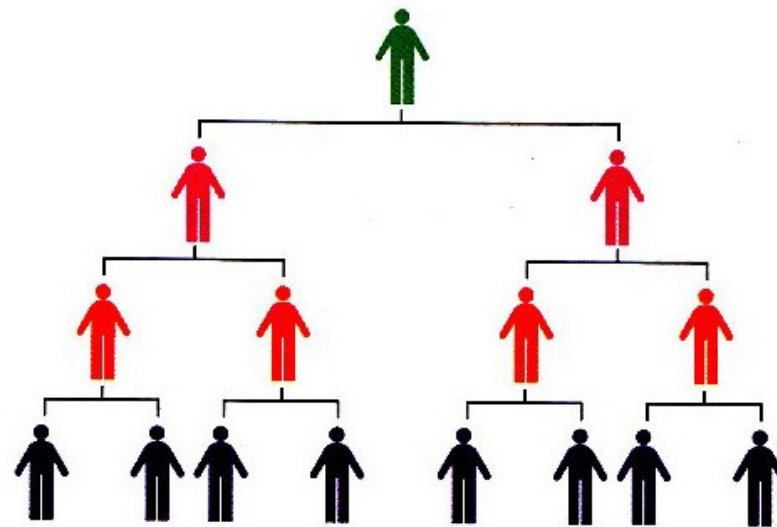
- ◆ Functional Departmentalization
 - ◆ Probably most common -
- ◆ Territorial Departmentalization
- ◆ Customer Departmentalization
- ◆ Mixed Departmentalization

Span of Control

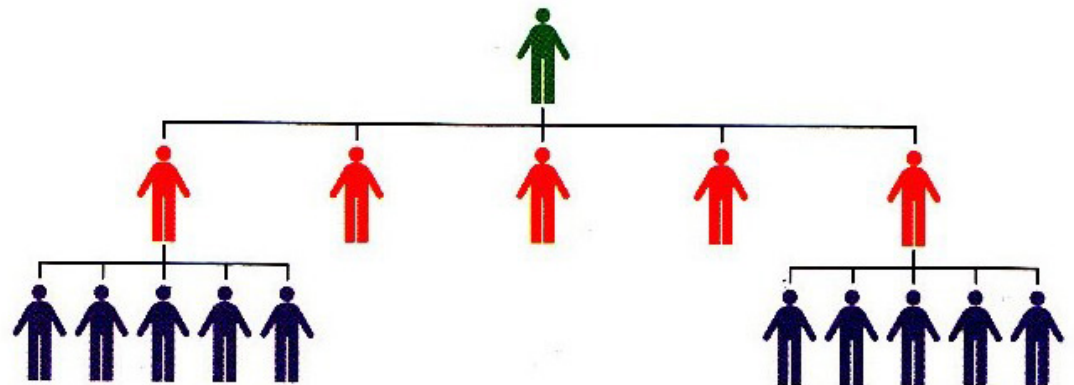
- ◆ Affects amount of contact between manager & worker
- ◆ May determine effectiveness of different leadership styles
- ◆ Dictates communication patterns

Span of Control

Business A –
organisation chart



Business B –
organisation chart



Centralization/Decentralization

- ◆ Advantages of Decentralization
 - ◆ Low level managers have more autonomy
 - ◆ Greater job satisfaction for more employees
 - ◆ More competition
 - ◆ More decision-making experience
- ◆ Disadvantages of Decentralization
 - ◆ Requires more formal job training
 - ◆ Managers may resist delegating authority

Plateauing

- ◆ The point at which an employee's career progress begins to stagnate



The Peter Principle



PETER PRINCIPLE:

**THE THEORY THAT
EMPLOYEES WITHIN AN
ORGANIZATION WILL ADVANCE
TO THEIR HIGHEST LEVEL OF
COMPETENCE AND THEN BE
PROMOTED TO AND REMAIN
AT A LEVEL AT WHICH THEY
ARE INCOMPETENT.**



Common Organizational Structures

- ◆ The Simple Structure
 - ◆ Low degree of departmentalization
 - ◆ Wide spans of control
 - ◆ Centralized authority (usually one person)
 - ◆ Little formalization

Simple Structures are “flat” organizations; typical of small business and start-ups.

Common Organizational Structures

- ◆ The Bureaucracy
 - ◆ Highly specialized work specialization
 - ◆ Very formal rules & regulations; highly standardized
 - ◆ Centralized authority; decision making follows chain of command
 - ◆ Narrow spans of control

Bureaucracies are more “vertical/hierarchical” organizations; Good for getting standardized activities done efficiently, “rules” can get in the way when unusual circumstances occur and middle management has no power to innovate.

Common Organizational Structures

- ◆ The Functional Structure
 - ◆ Employees grouped completely according to tasks/function
 - ◆ Facilitates the development of specific expertise
 - ◆ Rigid formal communication structure is necessary
 - ◆ Coordinating units can become problematic as employees identify strongly with their group (e.g., military dysfunction)

Common Organizational Structures

- ◆ The Divisional Structure
 - ◆ Employees grouped by product, customer, or geography
 - ◆ Good for coordination between units
 - ◆ Duplication of tasks can be expensive
 - ◆ Good for training managers

Common Organizational Structures

- ◆ The Matrix Structure
 - ◆ Mixes different structures
 - ◆ Employees often answer to more than one boss
 - ◆ Fosters good communication & coordination
 - ◆ Conflict can be frequent due to conflicting loyalties, blurry job boundaries, power struggles.

Common Organizational Structures

- ◆ The Virtual Structure
 - ◆ Can be very flexible & cost effective
 - ◆ In some ways, the organization is an illusion and is always in flux; almost everything is outsourced to external contractors.

Common Organizational Structures

- ◆ The Team Structure
 - ◆ The organization is basically a collection of empowered teams.
 - ◆ Very flat hierarchy and minimal status/rank differences between employees.

Common Organizational Structures

- ◆ The Circular Structure
 - ◆ Top Management is at the center of the organization rather than at the top.
 - ◆ Can be a bit chaotic and it is often unclear who is in charge.
 - ◆ Probably the least common organizational structure!

Organizational Culture



Organizational Culture

(shared beliefs, values, traditions)

- ◆ The “Personality” of an Organization; It depends upon many things:
 - ◆ Risk Taking/Innovation
 - ◆ Attention to Detail
 - ◆ Outcome Orientation (Goals vs. Process?)
 - ◆ People Orientation
 - ◆ Team Orientation
 - ◆ Aggressiveness/Competitiveness
 - ◆ Stability

Organizational Culture: Fun Things to Know & Tell

- ◆ Organizational Climate
 - ◆ Morale; employee perceptions of work environment
- ◆ There is usually a “dominant” culture and multiple “sub-cultures”
- ◆ Cultures can range from “Strong” to “Weak”
 - ◆ Strong cultures can be good OR bad, depending . . .

How are Organizational Cultures Sustained?

- ◆ Selection (Hiring people who are a good “fit”)
- ◆ Top Management
 - ◆ (Bosses establish/reinforce norms through words & actions)
- ◆ Socialization (New employees must become socialized into the culture)
 - ◆ Sometimes formal, sometimes not
 - ◆ Stories, legends
 - ◆ Rituals, Traditions
 - ◆ Symbols

Managing Organizational Change (Organizational Development (OD))



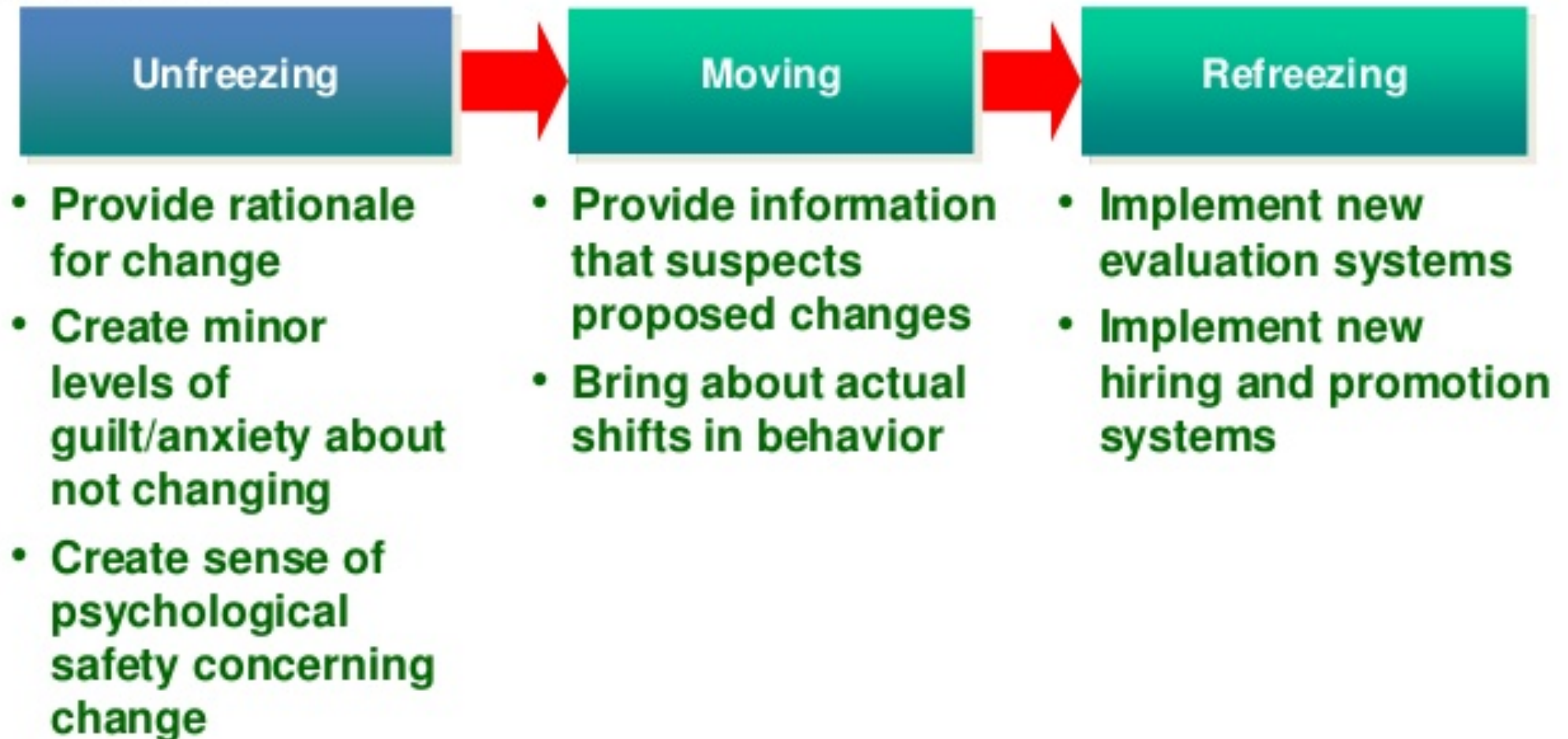
WHY do organizations have to change?

- ◆ Downsizing due to economic shock
- ◆ Technological Change
- ◆ Merger/Acquisition
- ◆ Changing Social Trends



Kurt Lewin

Three stage model



Employee Acceptance of Change Stages

- ◆ Stage 1: Denial
- ◆ Stage 2: Defense
- ◆ Stage 3: Discarding
- ◆ Stage 4: Adaptation
- ◆ Stage 5: Internalization



Kotter's Eight Step Plan for Implementing Change (1995)

- ◆ Grew out of a simpler, earlier model by Kurt Lewin (1951)
- ◆ Designed to avoid the mistakes most frequently made by change agents

Kotter's Eight Step Plan for Implementing Change (1995)

- 1. Create a sense of urgency
- 2. Build a powerful team/coalition
- 3. Get the vision right
- 4. Communication throughout the organization
- 5. Empower others to act on the vision
- 6. Create short-term wins
- 7. Don't let up!
- 8. Make the changes stick

The Problem of Sacred Cows

(Practices that have been around too long & decrease productivity)



Get Rid of Sacred Cows

(Ask the following questions)

- Why are we doing this?
- What if it didn't exist?
- Is it already being done by someone else?
- How & when did we start doing this?
- Can it be done better by someone else?



Sacred-Cow Hunts

(Getting rid of unnecessary things)

- ◆ The Paper Cow
- ◆ The Speed Cow
- ◆ The Meeting Cow
- ◆ The Cash Cow



Sacred-Cow Hunts

(Getting rid of unnecessary things)

- ◆ Reward people for finding them!
- ◆ Mark successful cow hunts with traditions
 - ◆ A monthly BBQ?



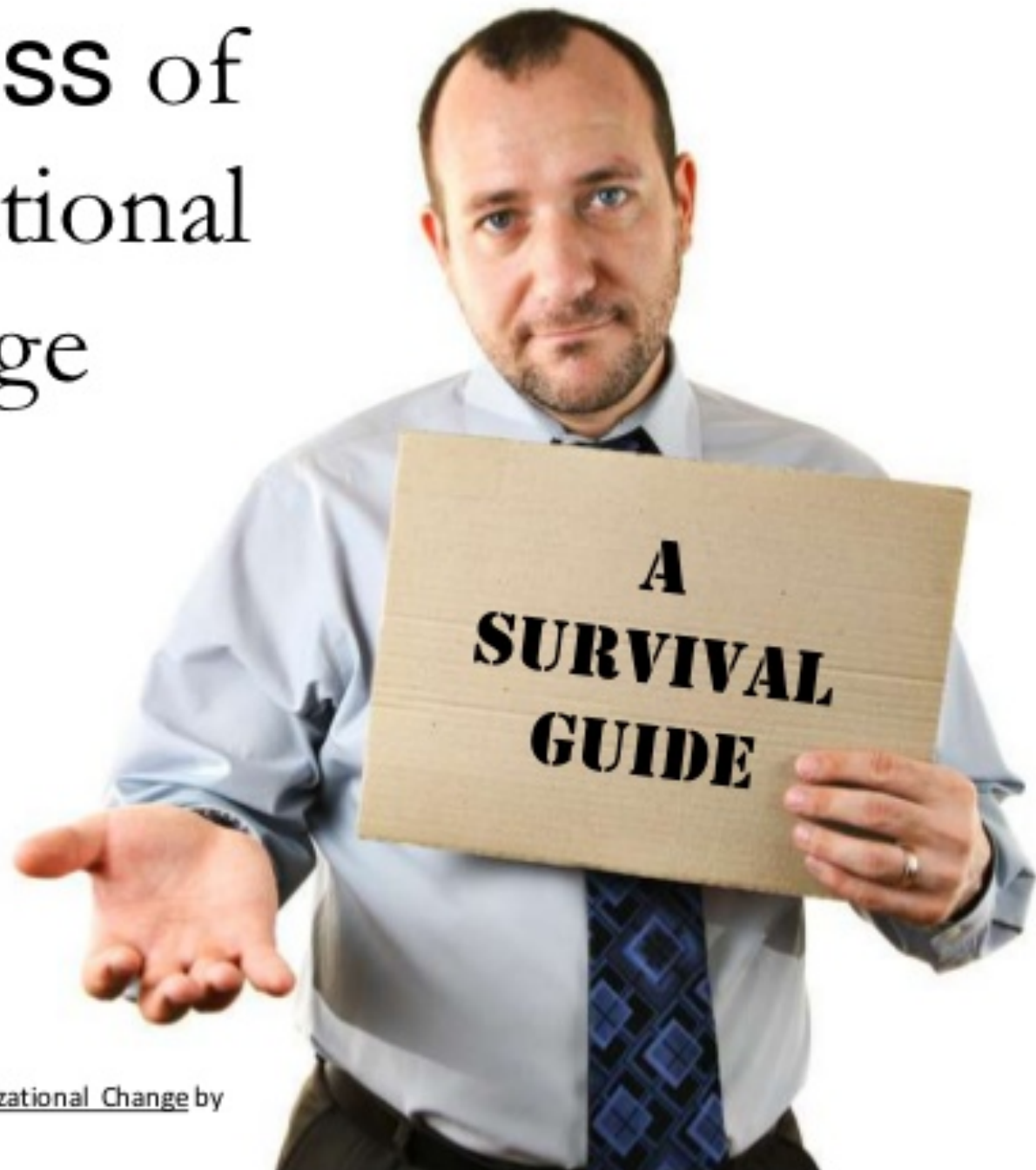
Organizational Development



OD – Planned Organizational Change

- ◆ Sensitivity Training (guided but unstructured discussion)
- ◆ Survey Feedback (clarifies attitudes & perceptions)
- ◆ Process Consultation (outside consultants)
- ◆ Team Building
 - ◆ (Increase trust/openness through intense interactions & group experiences)
- ◆ Intergroup Development
 - ◆ (Reduce conflict between groups & defuse stereotypes)
- ◆ Appreciative Inquiry (Identify special strengths/qualities)

The Stress of Organizational Change



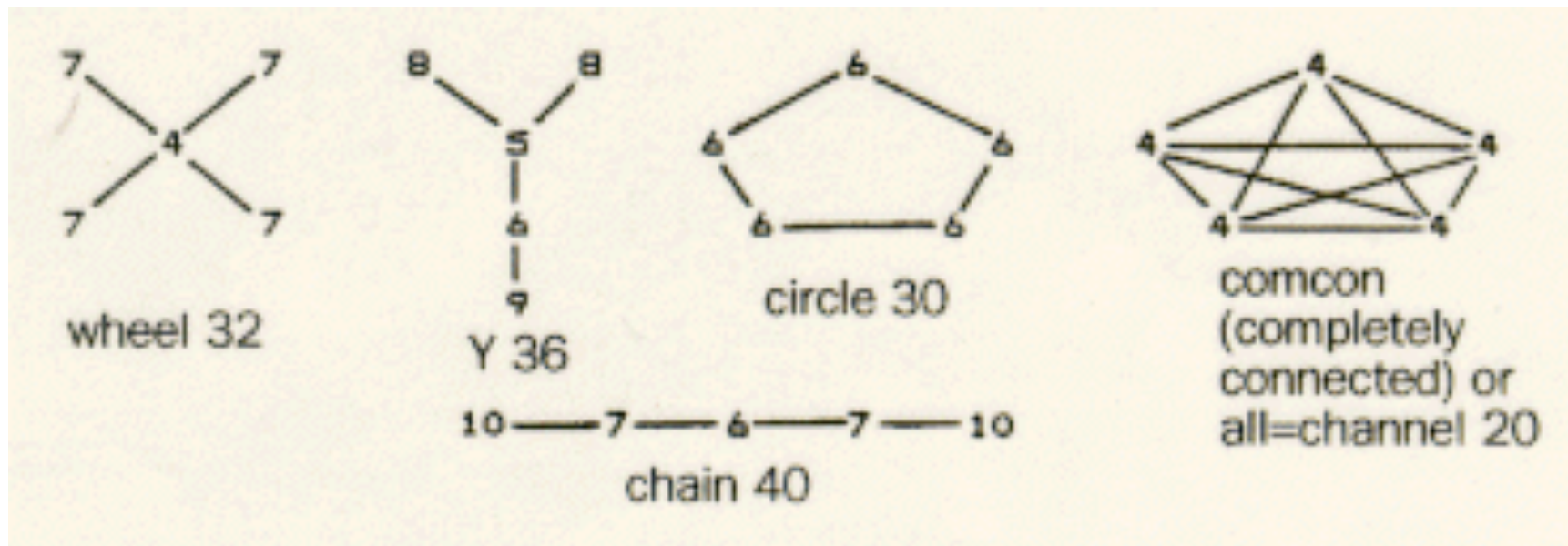
Adapted from the book The Stress of Organizational Change by
Price Pritchett & Ron Pound.

Organizational Communication



Laboratory Studies of Communication

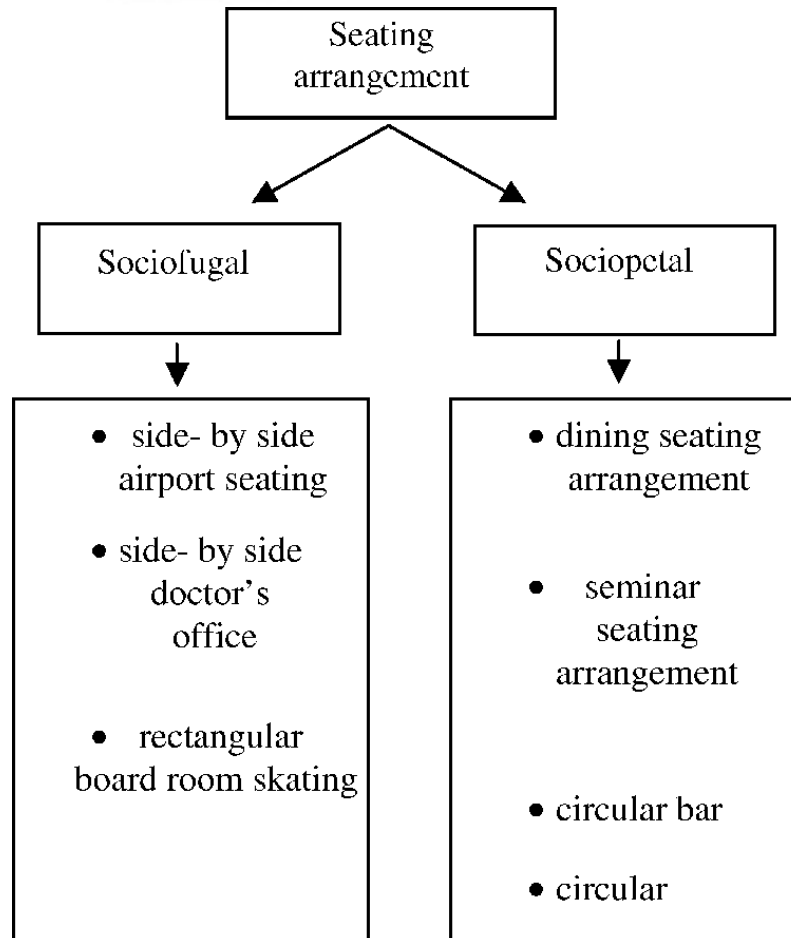
Networks (Centralized vs. Decentralized)



Face-to-Face

Sociopetal vs. Sociofugal Seating

- Interactions in spaces are very much influenced by the physical arrangements of those spaces



Sociopetal Seating



Sociopetal Seating



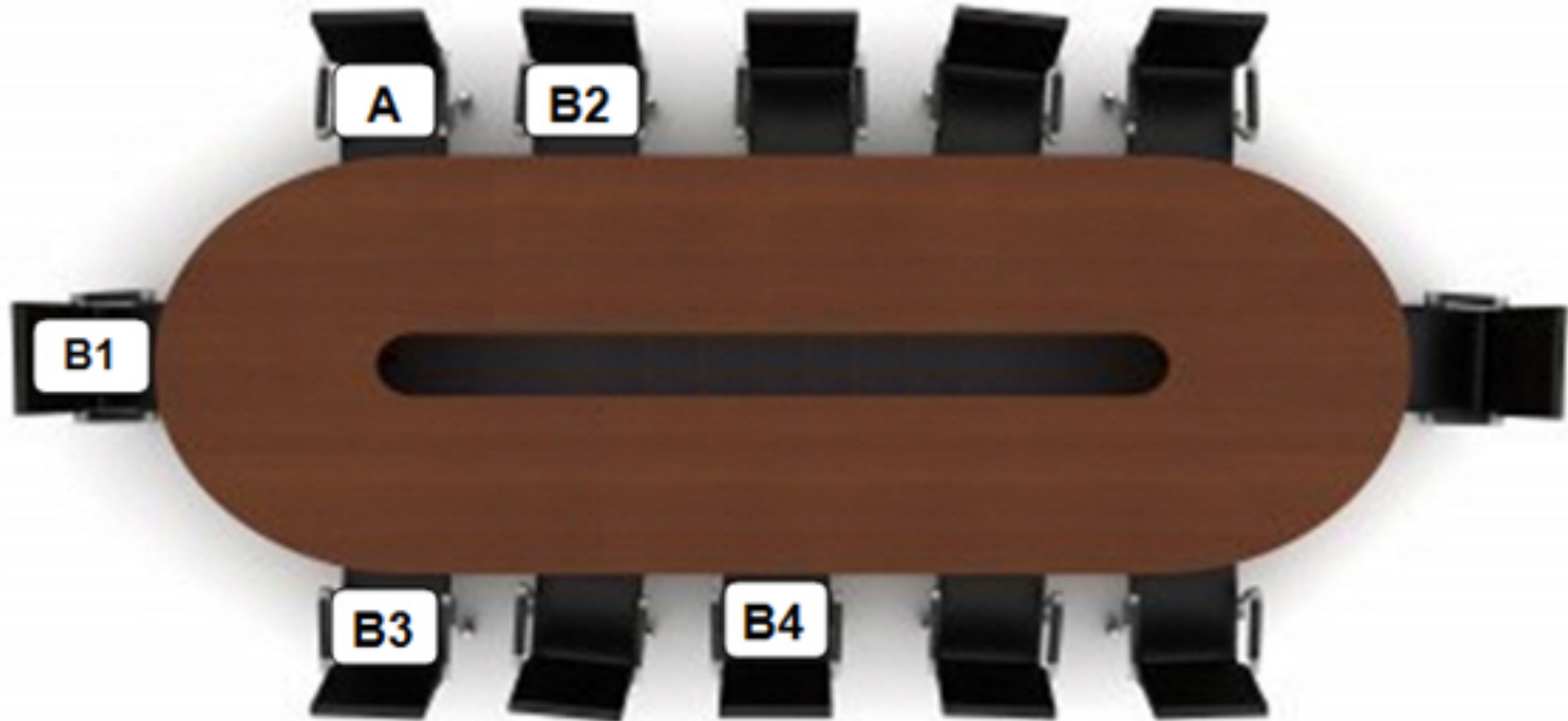
Sociofugal Seating



Sociofugal Seating



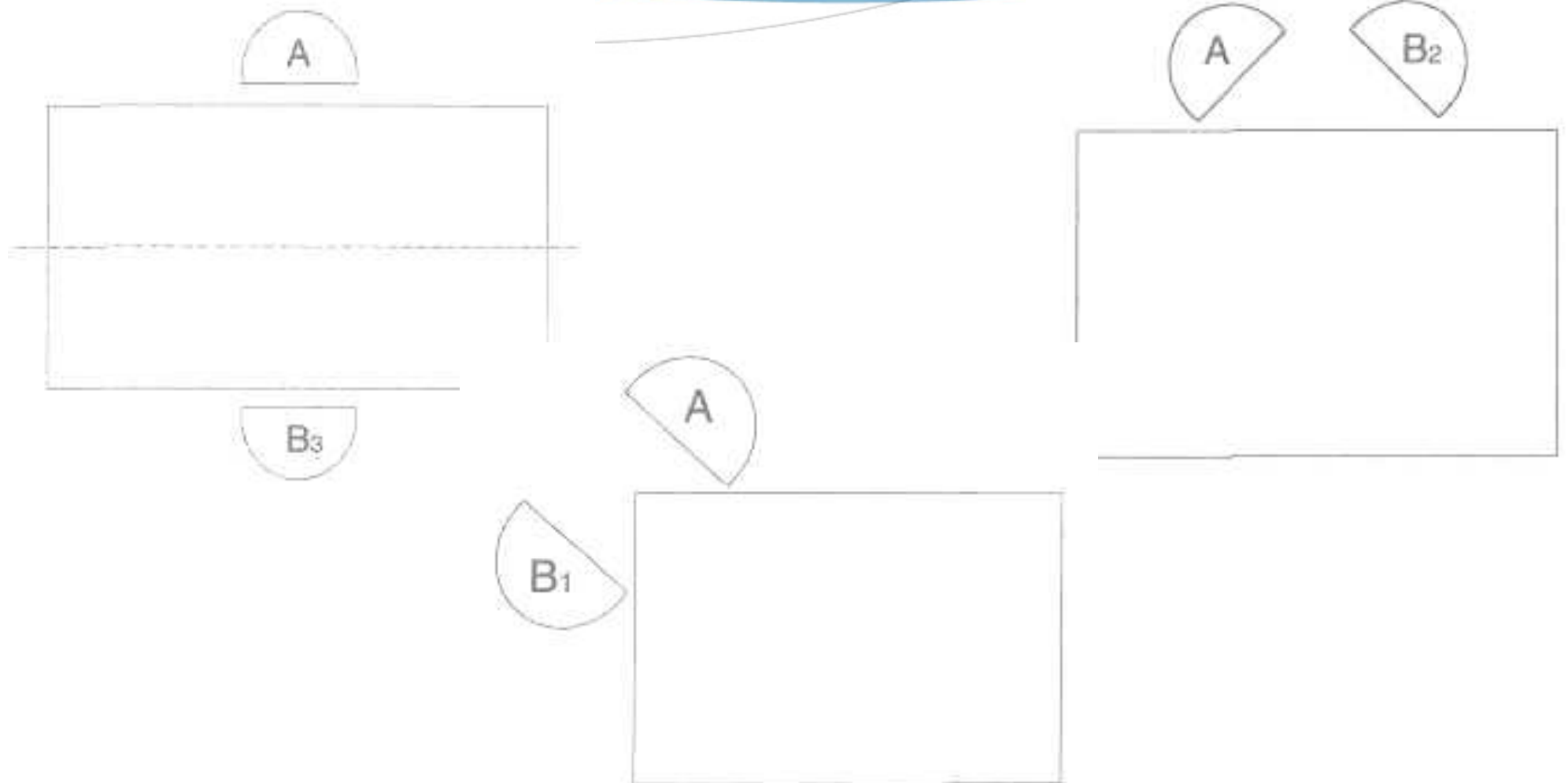
Ecology of Seating at Tables



Seating Positions at Rectangular Tables



Seating Positions and Interaction



Desks & the Use of Office Space



Desks & the Use of Office Space



Desks & the Use of Office Space



Organizational Communication

Formal Downward Communication

- ◆ Social media (Facebook, Twitter)
- ◆ Mass email
- ◆ Bulletin Boards
- ◆ Newsletters
- ◆ Policy Manuals
- ◆ Text/Voice Messages
- ◆ Presentations



Employees report that their main source of information is rumors and gossip

There is a strong positive correlation between employee morale & the degree to which they feel informed

HOW TO KEEP EMPLOYEE MORALE

HIGH



. . . And a negative correlation between morale and a feeling of being left out of the loop



Organizational Communication

Formal Upward Communication

- Serial communication
 - MUM effect (minimize unpleasant messages)
 - open-door policy
- Attitude surveys
- Focus groups
- Exit interviews
- Suggestion boxes
- Third party facilitators
 - Liaison
 - Ombudsperson
 - Grievance Procedures



Organizational Communication

Informal Lateral/Horizontal Communication:



- ◆ Grapevine
 - ◆ single-strand pattern
 - ◆ gossip pattern
 - ◆ probability pattern
 - ◆ cluster pattern
- ◆ Rumor & Gossip



G O S S I P



The Evolutionary Psychology of Gossip



Lorentz center
NIAS

Gossip and the Management of Reputation

Workshop: 26 – 30 August 2013, Leiden, the Netherlands

Scientific Organizers

- Francesca Giamini, CNR Rome
- Rafael Witek, U Groningen

Topics

- Definitions and Theories
- Ultimate and Proximate Explanations
- Roles and Relationships
- Group Performance and Collective Action
- Intra- and Inter-Group Competition and Cooperation
- Social Media and New Technologies
- Societal Processes



www.lorentzcenter.nl

FCM LCS NIAS Lorentz center

Gossip
IS A
SIN



THE SIN OF

G OSSIP



**Wrong doers
eagerly listen to
gossip; liars pay
close attention to
slander. -**

Proverbs 17:4

#Instanote

Word @Joakim_von_Ditmar

Gossip

- Gossip is a form of betrayal!
- Gossip is probably accountable for more personal pain and suffering than most of us have any appreciation of.
- Common, casual, yet hurtful beyond our imagining.
- Quietly, behind the flurry of daily priorities,
 - its venom does its silent work,
 - undermining confidences,
 - betraying relationships,
 - spreading unseen injustices...

**"HEY, THAT PASTOR IS A REAL JEER..." #SLAP#.
"STOP IT...!"**



**DON'T YOU KNOW GOSSIP IS A SIN. AND THE BIBLE
SAYS SPEAK EVIL OF NO ONE...! MAN...!?" (TITIS 2:3),t**

GOSSIP



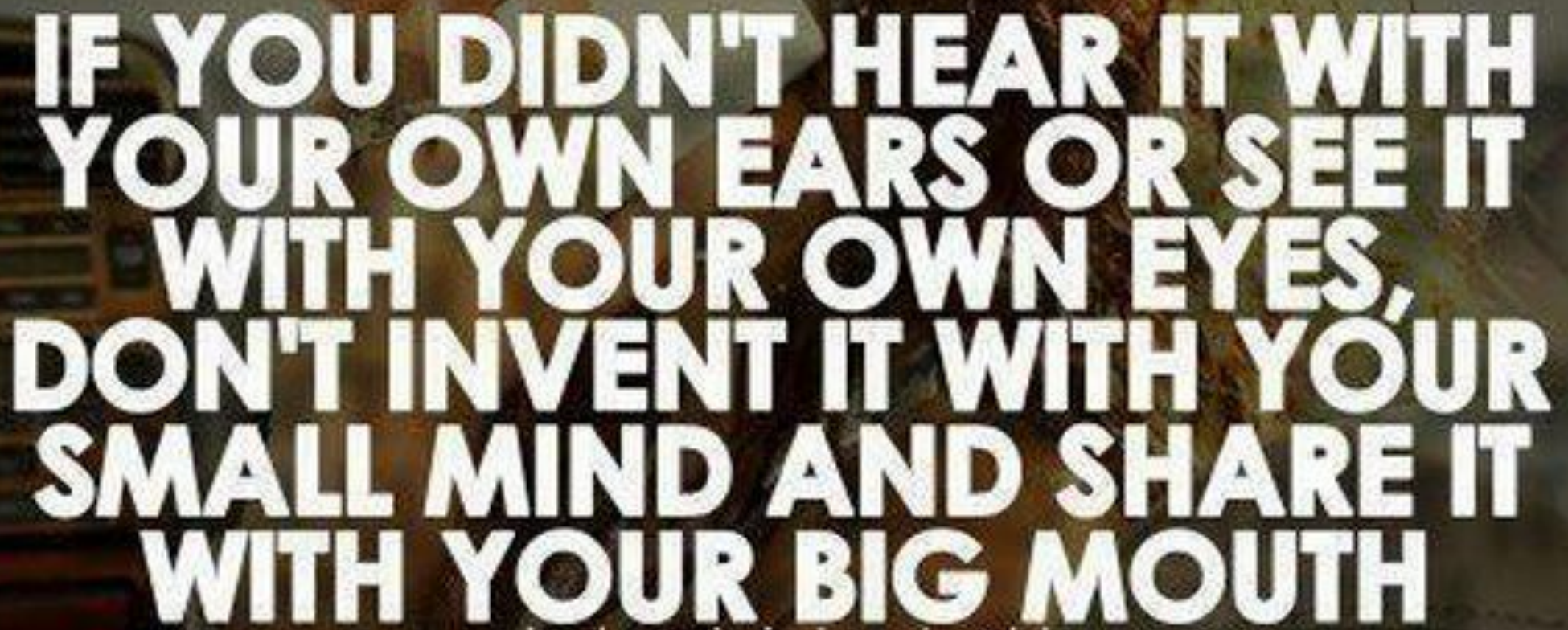
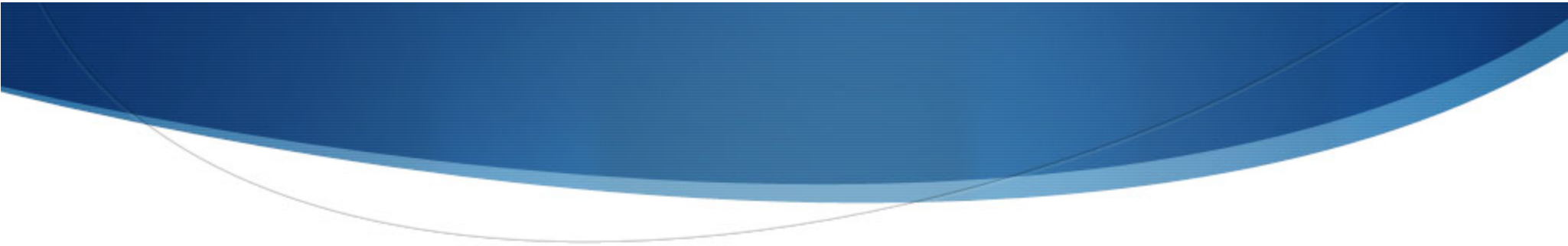
THE PLAGUE *of the*

CHURCH

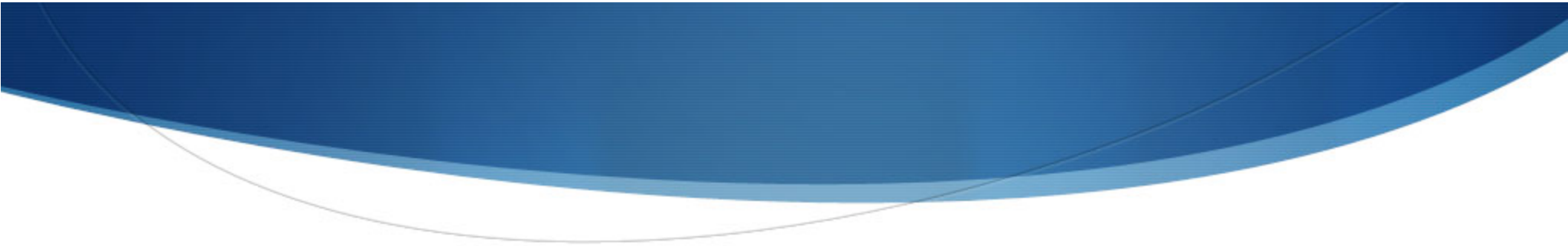
A Vision Forum Recording

by Scott Brown





**IF YOU DIDN'T HEAR IT WITH
YOUR OWN EARS OR SEE IT
WITH YOUR OWN EYES,
DON'T INVENT IT WITH YOUR
SMALL MIND AND SHARE IT
WITH YOUR BIG MOUTH**



Gossip hurts the Body of Christ. It divides, it slanders, it produces strife, it separates friends, and it is sin.

GOSSIP IS SPREAD BY
WICKED PEOPLE; THEY
STIR UP TROUBLE AND
BREAK UP FRIENDSHIPS.
(PROVERBS 16:28 GNT)

Sample of Stories Resulting from *Google* Search for “Workplace Gossip”

- ◆ Ways to stop negative office gossip
- ◆ Creating gossip-free work zones
- ◆ The danger of workplace gossip
- ◆ How to deal with office gossip
- ◆ Gossip creates a toxic work environment
- ◆ What to do when you are the subject of office gossip



Gossip Is a Social Skill— Not a Character Flaw

Authored By: Frank T. McAndrew

THE CONVERSATION

FPO

Can Gossip Be Good?

It helped us thrive
in ancient times,
and in our modern
world it makes
us feel connected
to others—as long
as it is done
properly

by Frank T. McAndrew



IMA
AMI

Can Gossip in Organizations be “Good?”



Play Video

Gossip in the Workplace – Good or Bad?



Good Gossip?



Good Gossip?



Good Gossip?

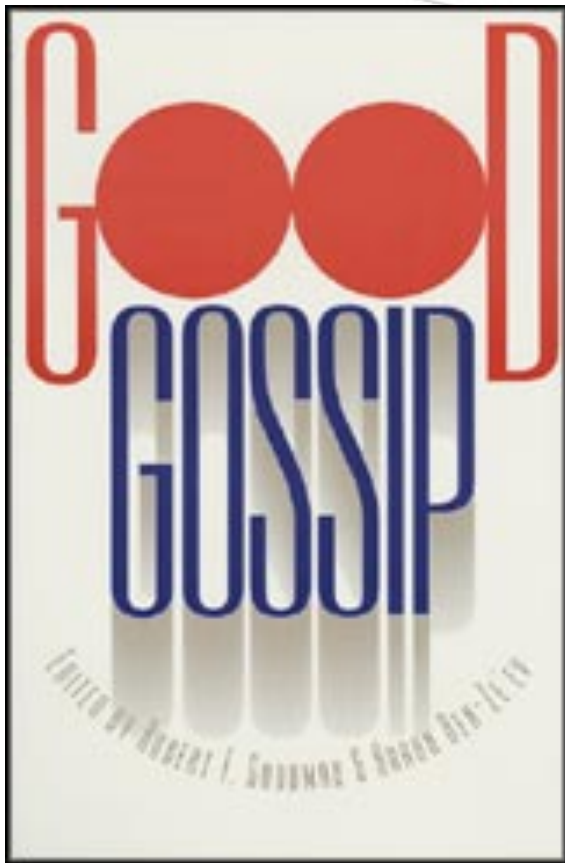


Good Gossip?

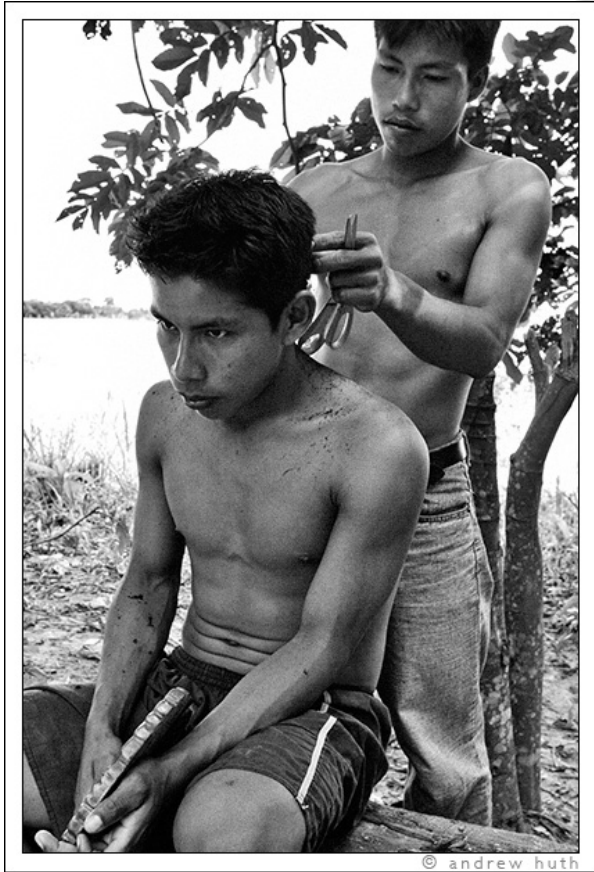


Good Gossip

- ◆ Resolves ambiguity about group norms & values
- ◆ Socializes newcomers into ways of group
- ◆ Deters & punishes “free-riders” & cheaters
- ◆ Keeps socially dominant group members in check
- ◆ Research confirms that people are less likely to disapprove of gossip if it is perceived to serve interests of group.
- ◆ Previous studies have focused on this “good,” social control function of gossip. It has been confirmed that gossip functions this way among:
 - ◆ Hunter/Gatherer Societies
 - ◆ California Cattle Ranchers
 - ◆ Maine Lobster Fishermen
 - ◆ College Rowing Teams



Good Gossip



Sharing gossip creates social bonds and alliances, and being part of a gossip network enhances one's sense of belonging to a group.

Good Gossip



Sharing gossip creates social bonds and alliances, and being part of a gossip network enhances one's sense of belonging to a group.

Can Gossip in Organizations be “Good?”



We're Not
Gossiping.
We're Networking.



Can Gossip in Organizations be “Good?”



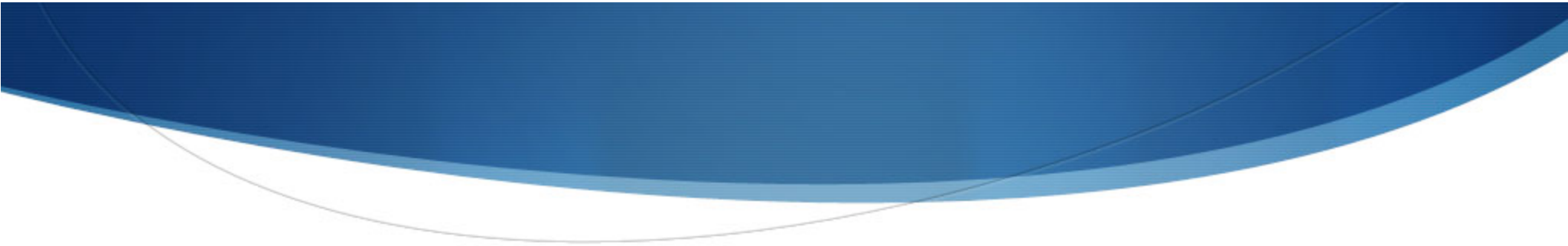
Benefits of Workplace Gossip

(McAndrew, 2016 – *Oxford Bibliographies in Management*)

- Gossip socializes newcomers into the work group
 - Resolves ambiguity about group norms & values
- Gossip can deter “free-riders” & promote cooperation
- Gossip diffuses social power throughout the work group
- Harmless gossiping with colleagues boosts cohesiveness, morale, & job satisfaction
- Through the grapevine, management can disperse information when an “official” announcement would not be advantageous or allowed

Refuse to participate in workplace gossip network?





An evaluation of other individuals' tendencies to gossip influences how much we like & trust them and how willing we are to cooperate with them. (Curiously, more trust & liking but less cooperation)

* Based upon a study using a Prisoner's Dilemma game with 60 American female university students – (De Backer, Larson, Fisher, McAndrew, & Rudnicki, 2016: *Evolutionary Psychological Science*)

Several studies have demonstrated that gossip networks do in fact promote generosity & cooperation within groups, and that it is concern about one's reputation that drives this effect. (Feinberg, Willer, & Schultz, 2014; Van Vugt & Hardy, 2010; Wu, Balliet, & Van Lange, 2015, 2016)

Why Might Gossip Be an Evolutionary Adaptation?

- ◆ Our ancestors lived in small cooperative groups in competition with other groups.
- ◆ In-group competition was also intense for dividing resources, obtaining mates, etc.
- ◆ Hence, other humans have always been our most intense competitors and the force that drove our evolution.
- ◆ Evolutionary pressure selected the social skills necessary for managing friendships, alliances, & family relationships.
- ◆ Since it was crucial to be able to predict and influence the behaviors of others, obtaining social information was essential.
- ◆ An irresistible interest in gossip would have been selected as a way of acquiring fitness-relevant information.

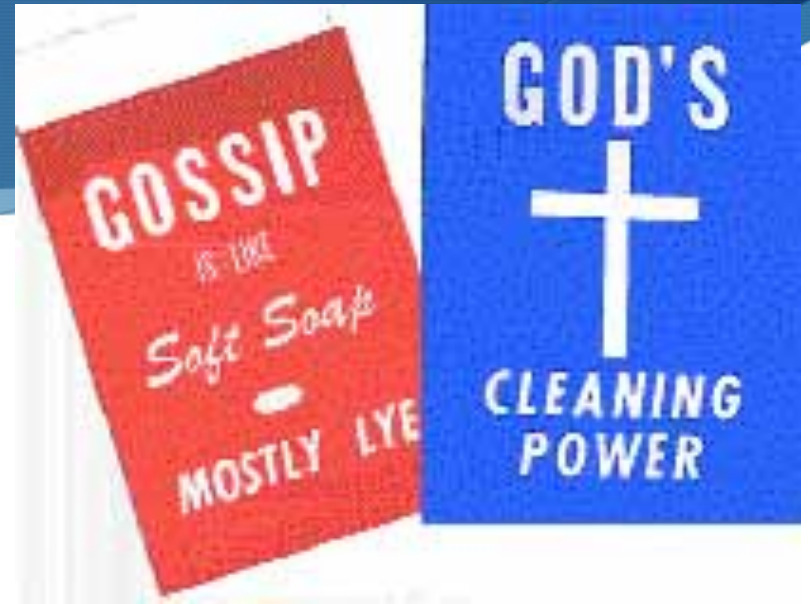
Bad Gossip



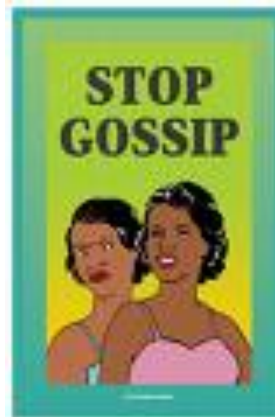
- The goal is to enhance individual success in social competition
- *Manipulation of the reputation of others
- *It can be used as a weapon of betrayal & as a way of detecting betrayal



Bad Gossip



While there is research to document the social control function of gossip, there has been surprisingly little research that explores the ways in which “bad gossip” actually takes place, and none of it is experimental in nature; it was the goal of our studies to address this shortcoming.



(ROBERT FELKER)

Goals of the Studies:

To provide an experimental test of evolutionary gossip hypotheses

To focus on gossip-seeking behavior rather than on what people gossip about

To explore the dynamics of self-serving “bad gossip” as
Opposed to the “good gossip” emphasized by other researchers

To understand the dynamics behind the interest in gossip about celebrities

IF gossip evolved as a selfish strategy, WHAT kind of information about others would be most interesting to us?

*Information that can affect our social standing relative to others

- control of resources
- sexual activities
- political alliances
- trustworthiness

*Information about people who matter to us most

- high ranking people whose behavior can affect us
- rivals
- partners in social exchange
 - potential mates
 - relatives

What Information can be best Exploited for Social Gain?

*Negative information about high status people & rivals

*Positive information about allies

*Information about same-sex and same-age others

Experiment #1: Ranking Interest in Tabloid Stories

(McAndrew & Milenkovic, 2002, Journal of Applied Social Psychology)

PARTICIPANTS: 128 people (61M, 67F) aged 17-62.

EXPERIMENTAL TASK: To rank 12 tabloid stories about celebrities (6 males, 6 females, 4 under age 35, 4 aged 36-55, 4 over 56) in terms of personal interest.

HYPOTHESIS:

- Participants would be most interested in stories about celebrities of the same sex and roughly the same age as themselves.

THE TABLOID HEADLINES:

JAMIE LEE CURTIS BARES COCAINE HELL -

“I shared drugs with my dad many times.”

FRAIL JANE WYMAN FIGHTS FOR HER LIFE -

Disease-ravages star weighs less than 80 pounds.

JFK Jr. AND NEW WIFE HEAD FOR SPLITSVILLE AFTER
JUST FOUR MONTHS -

Kiss and make up ski trip ends in disaster.

LIFE OF TRAGEDY CATCHES UP WITH ICE QUEEN OKSANA, 19 -

After she narrowly escapes death in boozy car wreck.

OUT OF CONTROL - When Malibu police stopped Robert Downey Jr.,
they say they found he wasn't just speeding

KELSEY CRASHES -

After car wreck, Grammer checks out of *Frasier*, into Betty Ford.

THE TABLOID HEADLINES:

BARBARA WALTERS: I DON'T NEED A MAN TO HAVE A GREAT TIME - "Sex isn't all it's cracked up to be."

CHRISTIE BRINKLEY BABY TRAGEDY -
She's seeing fertility doctor after losing new hubby's child

COURTENEY COX: I HATE MY BODY -
"I've got hippo hips, thin lips - and my teeth are too big!"

OUT-OF-CONTROL DON JOHNSON SLEEPS WITH A GUN-
Booze-crazed star is moody & paranoid - and thinks he's being stalked!

DOCS FEAR EMERGENCYOP WILL KILL SINATRA -
Failing legend is hanging by a thread - it's a matter of time.

FRUGAL GOURMET FIGHTS MOLEST RAP -
Jeff Smith abused teen boys, lawsuit accuses. He denies the charge
"utterly and categorically."

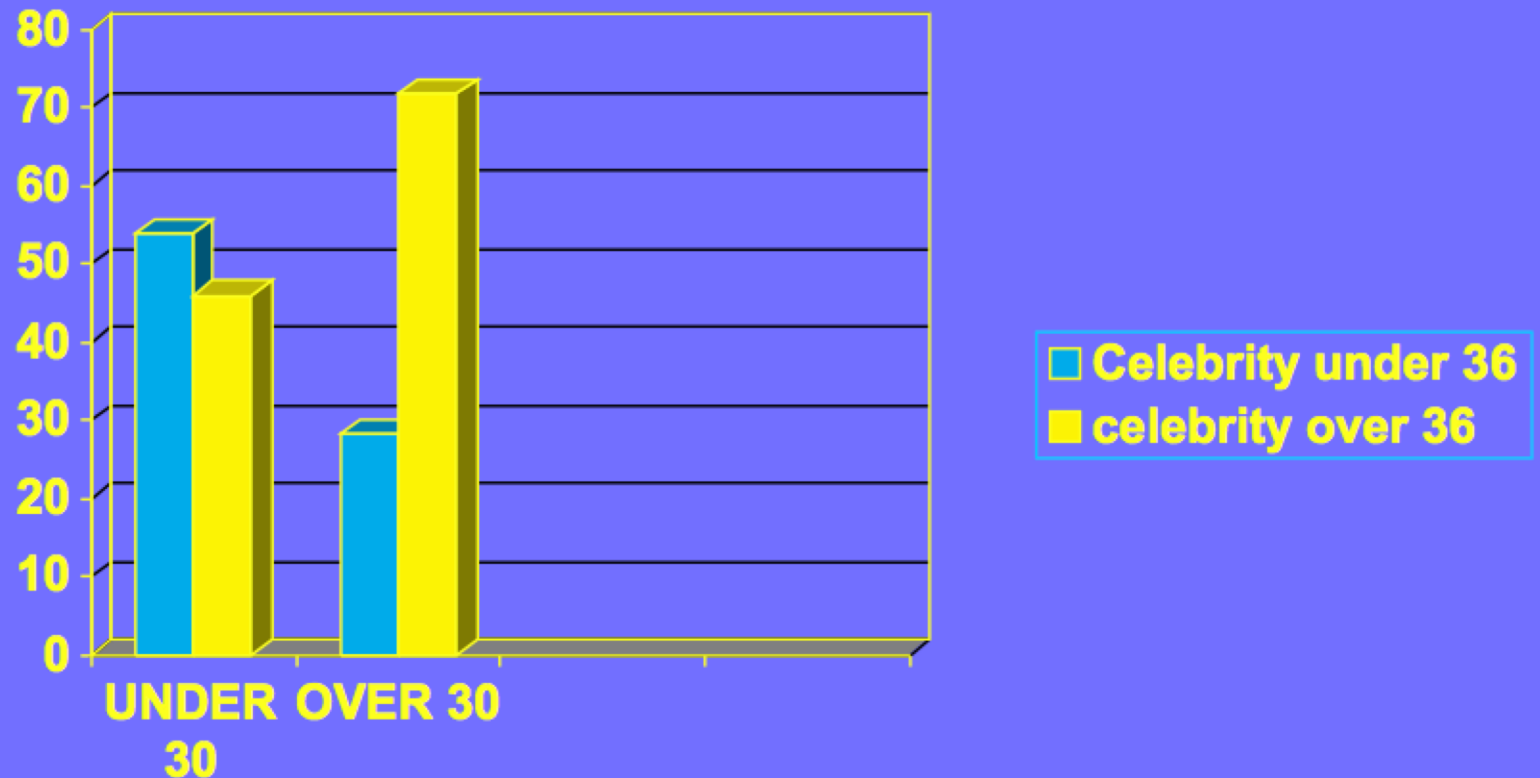
Rank Order of Interest Value of Tabloid Articles Split by Participant Gender & Age

Subject Of Article	Males Over 30	Males Under 30	Females Over 30	Females Under 30
Barbara Walters	7	8	8	8
Christie Brinkley	3	10	1	4
Courteney Cox	9	7	6	3
Don Johnson	2	3	7	9
Frank Sinatra	10	11	9.5	11
The Frugal Gourmet	11	5	12	10
Jamie Lee Curtis	4	2	5	5
Jane Wyman	12	12	9.5	12
John F. Kennedy Jr.	5	9	3	7
Kelsey Grammer	1	6	2	6
Oksana Baiul	6	4	4	1
Robert Downey Jr.	8	1	11	2

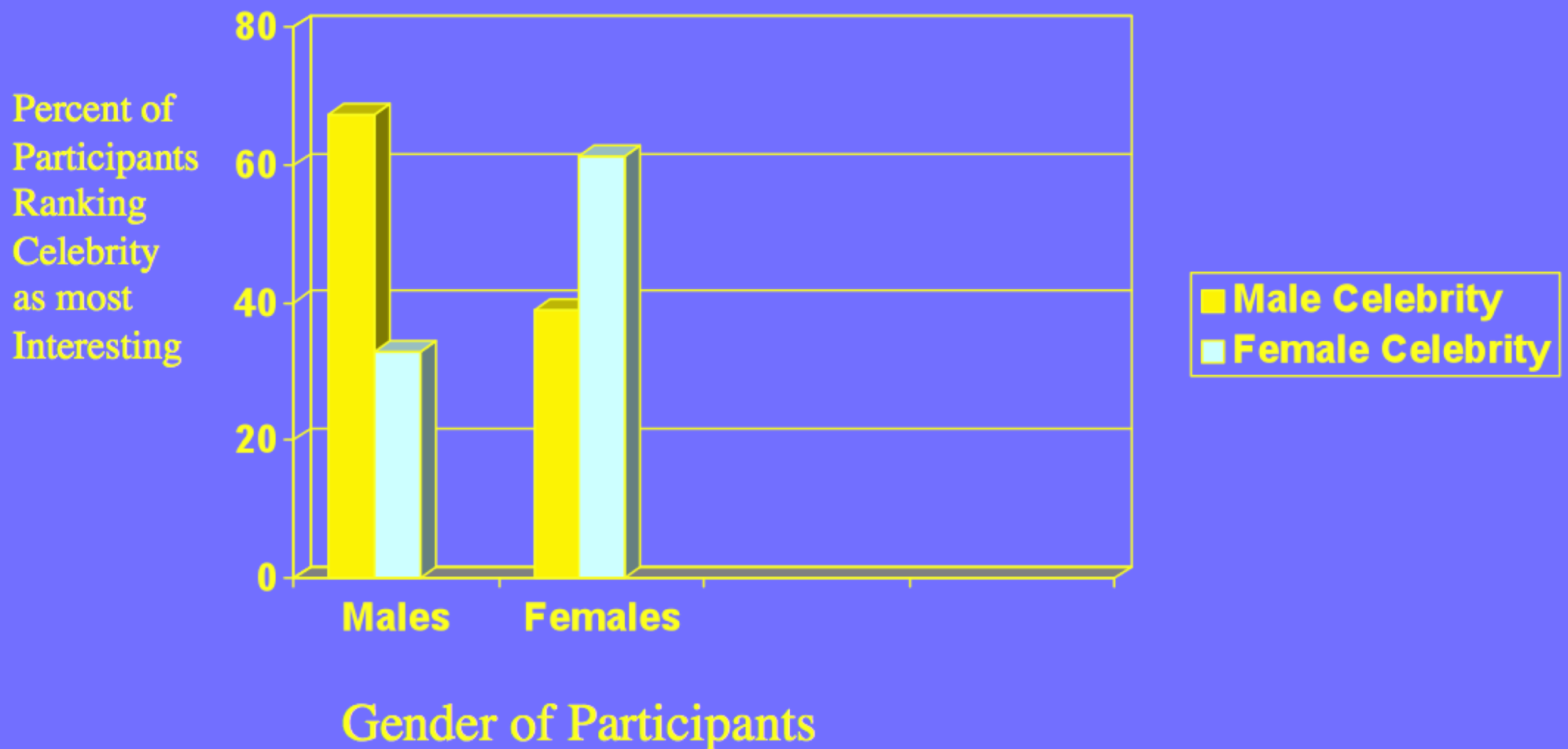
NOTE: Articles were ranked on a 12-point scale ranging from 1 (*most interesting*) to 12 (*least interesting*)

Interest in Tabloid Stories about Celebrities: Interactions between the Age of the Celebrity and the Age of the Participant

Percent Of
Participants
Ranking
Celebrity
As most
Interesting



Interest in Tabloid Stories about Celebrities: Interaction between the gender of the Celebrity and the Gender of the Participant



Experiment #2: Evaluating Gossip Scenarios

(McAndrew & Milenkovic, 2002, Journal of Applied Social Psychology)

PARTICIPANTS: 83 college students (39M, 44F)

EXPERIMENTAL TASK: To rank how interested they would be in learning more about each of 12 gossip scenarios AND how likely they would be to tell others about them depending upon whether the story was about a male or female professor, relative, friend, acquaintance, or stranger.

GOSSIP SCENARIO TOPICS: A large inheritance, stealing computers, promiscuity, drug abuse, sexual dysfunction, sexual infidelity, a major academic award, drunken behavior, gambling problems, a terminal illness (leukemia), academic cheating, dating a famous person.

Sampling of Positive Gossip Scenarios

- ◆ A person's wealthy grandfather has recently died. This individual was named the sole recipient of his inheritance. The person now has over a million dollars in stocks, savings, and property.
- ◆ The highest academic award one can receive in this country is being given to an individual at Knox. This person worked long and hard on their research and is well-deserving of such an honor.
- ◆ While traveling to Chicago one weekend, someone met a famous movie star. For a few months now, the two have been spending time together and have recently started dating.

Sampling of Negative Gossip Scenarios

- ◆ An individual has tried, but failed many times at sustaining romantic relationships. After a short time, the person is always alone and searching for someone new. A friend informs you that it has to do with the person's inability to have sexual intercourse.
- ◆ There is an individual continually portraying themselves as more intelligent than others. You find out that this person has cheated their way through school and falsified academic credentials.
- ◆ Sports events are very popular events for gambling. While watching a game on TV, your friend comments on somebody who has been gambling a lot recently and having financial difficulty.

Main Results of Experiment #2:

- ◆ People were more interested in information about others of the same sex.
- ◆ People were more likely to pass along negative information about non-allies and to protect negative information about allies (friends & relatives).
- ◆ Positive information about non-allies was relatively uninteresting and unlikely to be transmitted; the opposite was true for allies.
- ◆ People were most interested in information about friends in all but two scenarios (inheritance & leukemia) in which relatives ranked first.
- ◆ Bad behaviors (academic cheating, computer theft, drinking, drug abuse) was most likely to be passed on about professors and strangers.

Main Results of Experiment #2:

(cont' d)

- ◆ The tendency to be interested in same-sex others was true for everyone, but was **ESPECIALLY** pronounced for females.
 - ◆ The *only* two scenarios in which males expressed more same-sex interest involved gambling debts and sexual performance problems.

*Sexual matters proved to be the trickiest:

- We are least likely to spread information about the sexual difficulties/promiscuity of relatives; everyone else was about equal. Cheating on a partner was most likely to be spread about a friend, least likely about a relative.
- Females were most interested in other females when it came to stories about promiscuity/infidelity, males had no preference.
- When gossip concerned the inability to have sex, males were more interested in other males, females had no preference.
- Females were more likely to pass along information about the sexual difficulty of males & the promiscuity of females.

Experiment #3: Gossip Networks: Who Do We tell and Whom Do We Tell *On*?

(McAndrew, Bell, & Garcia, 2007, Journal of Applied Social Psychology)

- ◆ 140 college students (42M, 98F) were presented with the same 12 gossip scenarios used in Study #2.
- ◆ Participants ranked the degree of interest, likelihood of spreading gossip, and who they would be most likely to tell each of the scenarios to.
- ◆ The same categories of people from previous study were used, with the addition of same-sex rivals and romantic partners as possibilities.

Highlights of Results from Experiment #3

- ◆ We are most likely to spread bad news about rivals, good news about lovers and friends.
- ◆ Females tend to be equally interested in information about lovers and same-sex others, but males tend to be most interested in information about lovers.
- ◆ Academic cheating was of greatest interest when it was done by same-sex others.
- ◆ Males confide primarily in romantic partners, but females were equally likely to confide in romantic partners and other females.
- ◆ With the exception of romantic partners, individuals of both sexes were significantly more interested in same-sex others than in opposite-sex others.

Summary & Conclusions from Experiments 1, 2, & 3:

- We are most interested in gossip about others of the same sex and age as ourselves.
- We obtained clear evidence that gossip does indeed serve the selfish interests of individuals and does not always function for the good of the group.
- Dishonest and irresponsible behavior will be used against high-status people and non-allies while good fortune about them is ignored.
- Good news about allies (friends & relatives) will be interesting AND used.
- Females are more interested in and confide more in same-sex others than males.
- We confirmed the special and difficult status of same-sex friends; we have conflicted feelings about them:
 - They are indispensable as allies and crucial to social success.
 - They are potential rivals and a threat because they have great access to our lives.
 - We seem to monitor them closely, using them to our advantage while keeping a watchful eye on them.

Are Women More Likely to Use Gossip as a Weapon?



Are Women More Likely to Use Gossip as a Weapon?

Yes! (from McAndrew, 2014 –*Aggression and Violent Behavior*)

- ◆ Women monitor the behavior and reputation of other women more than men do for other men
- ◆ Women are more likely than men to engage in indirect, relational aggression
 - ◆ Goal = socially ostracizing rivals; gossip is the weapon of choice.
- ◆ Women are more sensitive than men to relational aggression & report being more devastated by it.
- ◆ Gossip that occurs between women is more likely to be aggressive & competitive.
- ◆ Frequency of negative gossip is highest among female friends.
- ◆ Younger women gossip more about rivals than do older women.
 - ◆ Physical appearance and sexual reputation are the most common targets

“The tongue is the sword of a woman –
and she never lets it go rusty.”

- Ancient Chinese Proverb



Patterns of seeking gossip predict Facebook use



Patterns of Seeking Gossip Predict Facebook Use

(McAndrew & Jeong, 2012)

- ◆ Most of us spend more time looking at Facebook (FB) pages of people around our age
- ◆ Women spend more time on FB, have more FB friends, & are more interested in others' relationship status
- ◆ Women spend more time looking at the pages of other women than men looking at other men
- ◆ Women expend more energy using profile pictures for impression management
 - ◆ e.g., posing, making faces, agonizing over which picture to post



Patterns of Seeking Gossip Predict Facebook Use

(McAndrew & Jeong, 2012; McAndrew & Shah, 2013)

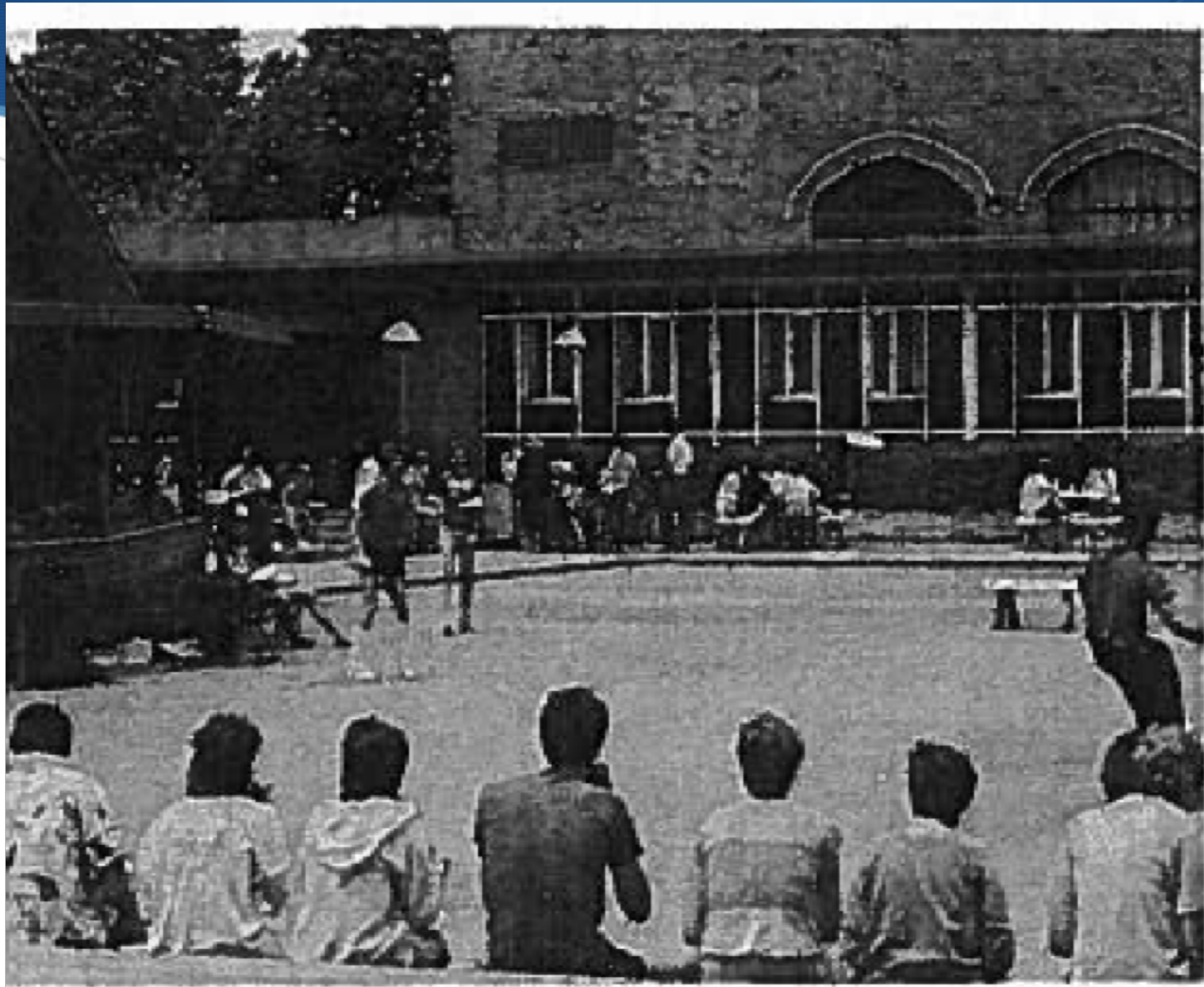
- ◆ Women spend more time posting and looking at pictures
- ◆ A man's relationship status influences how he uses FB; A woman's relationship status appears to be irrelevant to her FB use
 - ◆ e.g., men in relationships spend less time on Facebook & spend less time looking at photos of women
- ◆ Women are more prone to becoming jealous over the FB activities of their partners
 - ◆ Surprisingly, men seem to be aware of this sex difference in jealousy whereas women are not



PERSONAL SPACE



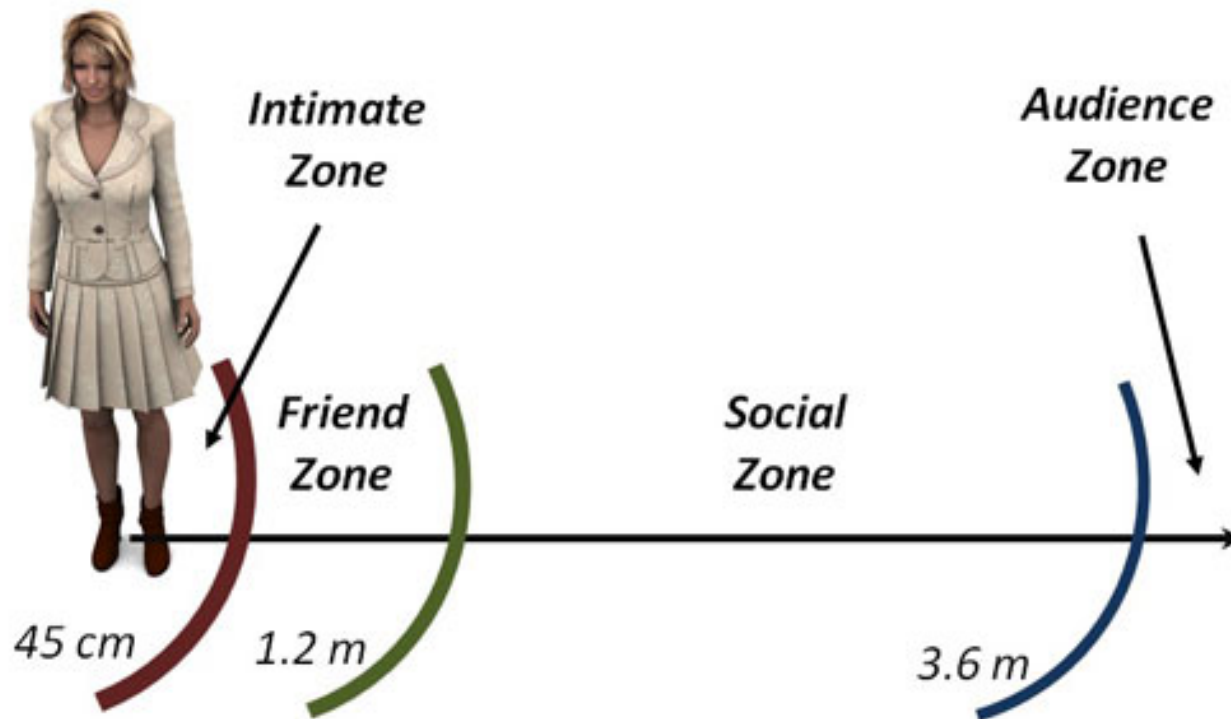
PERSONAL SPACE



Hall's Interaction Distances for Americans

- ◆ Intimate Distance: 0 -18 inches; not appropriate in public
- ◆ Personal Distance: 1.5 - 4 feet; touching possible; common among friends
- ◆ Social Distance: 4 - 12 feet:
 - ◆ Close (4 - 7 feet): working; impersonal business
 - ◆ Formal (7 - 12 feet): formal business
- ◆ Public Distance: 12 - 25 feet; reserved for strangers & public figures

Hall's Interaction Distances for Americans



Personal Space

Intimate
Distance



Personal
Distance



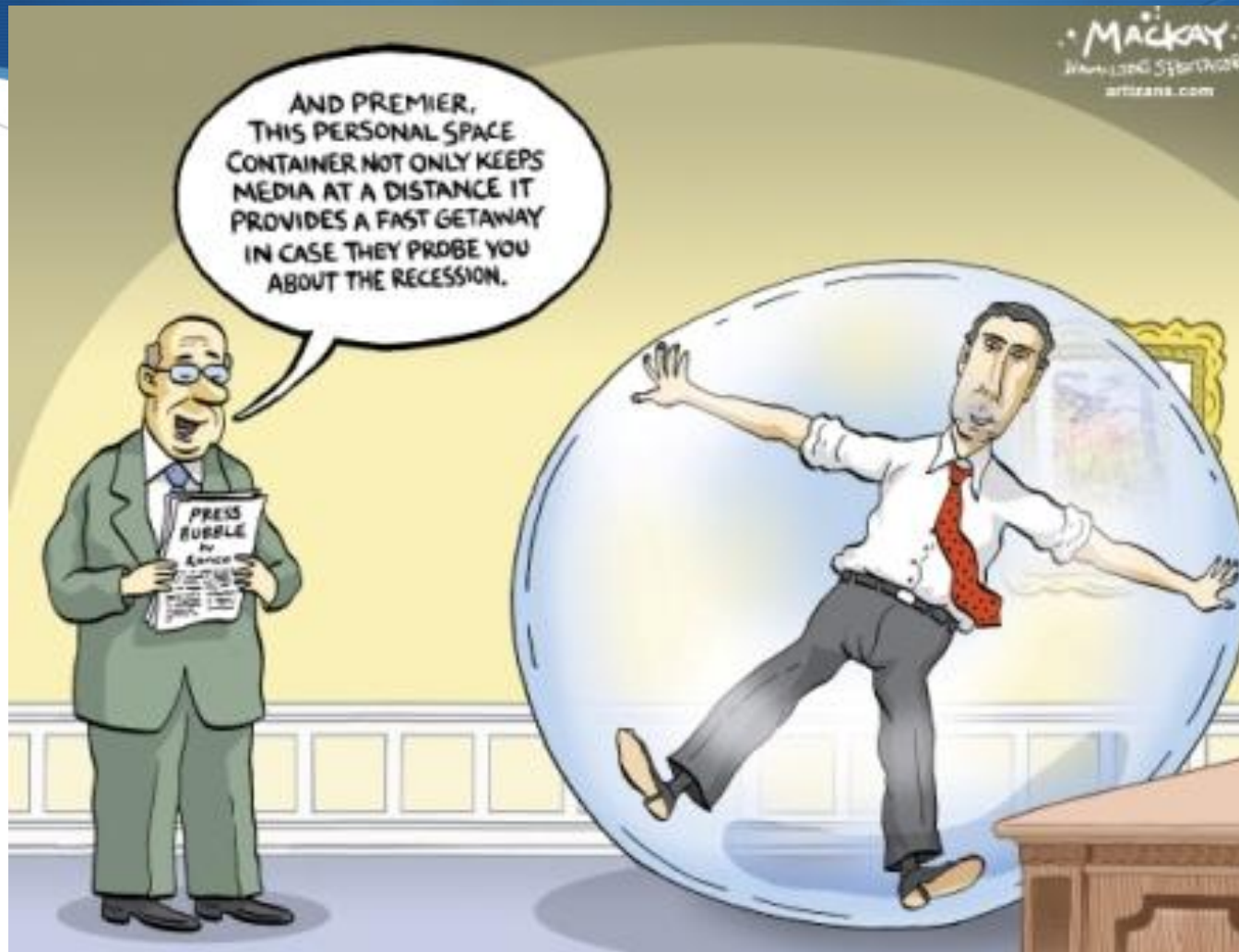
Social
Distance



Public
Distance



How Does Personal Space Work?



How Does Personal Space Work?

- ◆ Violations of space are stressful
- ◆ We usually go out of our way to avoid invading the space of others, and apologize if we do invade it.
- ◆ Grows larger/smaller with circumstances
- ◆ Bigger behind than in front
- ◆ Everyone keeps males farther away than females
- ◆ When “escape” is easy, we require less space

Functions of Personal Space

- ◆ Self-Protection (Body Buffer Zone)
- ◆ Adjusting Sensory Input
- ◆ Communication & Regulation of Intimacy

Nonverbal Immediacy Behaviors

- ◆ Smiling
- ◆ Eye Contact (Mutual Gaze)
- ◆ Interpersonal Distance
- ◆ Body Orientation
- ◆ Touching
- ◆ Posture

Increasing the Intimacy of Nonverbal Immediacy Behaviors Turns Up the Volume on Whatever is Going on In an Interaction



Increasing the Intimacy of Nonverbal Immediacy Behaviors Turns Up the Volume on Whatever is Going on In an Interaction



Equilibrium Theory

- Also known as “Affiliative-Conflict Theory”
 - Argyle & Dean, 1965
- Immediacy behaviors act as a system to regulate level of intimacy in interactions

Patterson's Arousal Model of Nonverbal Intimacy (1976)



How do we manage turn-taking in conversation?



Interactional Synchrony

- ◆ Postural Reciprocation In Cohesive Groups
- ◆ Turn Yielding
 - ◆ Decrease loudness, slow tempo & drawl last syllable, an utterance trailer, unfilled pause, end gesturing, gaze at partner
- ◆ Turn Maintaining
 - ◆ Increase loudness, fill pauses, continue gestures, touching/holding gestures, avert gaze
- ◆ Turn Requesting
 - ◆ Upraised index finger, inhalation, straightening/tightening of posture, preening, simultaneous talking, rapid head nodding, verbal pseudoagreement
- ◆ Turn Denying
 - ◆ Stay relaxed, maintain silence, avert gaze

Quasi-Courtship Behavior



Quasi-Courtship Behaviors

- ◆ Courtship Readiness
- ◆ Positioning for Courtship
- ◆ Actions of Invitation or Appeal (Flirting)
- ◆ Qualifiers of Courtship Behavior (Metacommunication)

Factors that Influence Nonverbal Communication

- ◆ Status of Individuals
- ◆ Sex of Individuals
- ◆ Cultural Background of Individuals

Status & Nonverbal Behaviors



- ◆ High Status People:
 - ◆ Control more space
 - ◆ More touching
 - ◆ Look more while speaking, less while listening
- ◆ Low Status People:
 - ◆ More tense posture
 - ◆ More smiling
 - ◆ More looking while listening, less while speaking

Sex Differences in Nonverbal Behavior



Sex Differences in Nonverbal Behaviors

◆ Females:

- ◆ Require less space & shorter interaction distance
- ◆ More direct body orientation
- ◆ More eye contact
- ◆ More smiling
- ◆ Use gaze & interaction distance to express attraction

◆ Males:

- ◆ Require more space & greater interaction distance
- ◆ Less direct body orientation
- ◆ Not as much eye contact
- ◆ More touching

Intercultural Communication:

High- and Low-Context Cultures



Cultural Differences in Nonverbal Behavior



Cultural Differences in Nonverbal Behavior

- ◆ “Northern European” Cultures
 - ◆ More “distant,” less intimate
- ◆ “Mediterranean” Cultures
 - ◆ More intimate

Work Teams



Characteristics of Work Teams

- ◆ Teams can be from the same work area or from different work areas and/or levels of the organization (i.e., *cross-functional teams*)
- ◆ Teams vary in autonomy/power
- ◆ Teams can be virtual
- ◆ Teams should only have 5 to 9 members

Stages of Team Development (Tuckman, 1965)

- ◆ Forming Stage
- ◆ Storming Stage
- ◆ Norming Stage
- ◆ Performing Stage
- ◆ Adjourning Stage



Why Do Teams Fail?



- ◆ Lack of resources
- ◆ Too many/ too long meetings
- ◆ Lack of empowerment/authority
- ◆ Lack of skills (people skills + expertise)
- ◆ Lack of cohesion & trust; jealousy, competition, conflict
- ◆ Unclear objectives
- ◆ Social Loafing

Building Effective Teams

- ◆ Prereqs for team Effectiveness:
 - ◆ Adequate resources
 - ◆ Skillful leadership
 - ◆ Trust
 - ◆ Ability/expertise
 - ◆ Good team composition: Personalities, Diversity, etc
 - ◆ Effective reward systems
- ◆ Teams must be able to handle conflict
- ◆ Assigning people to the best-fitting roles



Roles to be Filled on Work Teams

- ◆ The Adviser (the information person)
- ◆ The Linker (the coordinating person)
- ◆ The Creator (the creative idea person)
- ◆ The Promoter (the publicizing/championing person)
- ◆ The Assessor (the person who understands the team's options)
- ◆ The Organizer (the structure person – rules/procedures)
- ◆ The Producer (keeps group on task)
- ◆ The Controller (the enforcer)
- ◆ The Maintainer (fights the team's external battles)

Power Differences between Team Members should be Minimized

- ◆ Hence, the popularity of team-building exercises
 - ◆ Decrease power distance – make managers look less dignified
 - ◆ Builds cohesion & trust; increases morale



Things to look for in a Corporate Team-Building Activity

- ◆ Clear Objectives
 - ◆ Should be competitive & challenging, but achievable
- ◆ A Focus on Communication
 - ◆ Hopefully, connections forged during activity translate into better communication on the job
- ◆ Fun!
 - ◆ Get out of the office – it should not feel like work!
 - ◆ Competition should be friendly and light-hearted
 - ◆ Remember that you are creating bonds & making memories

Team Building Activities



Team Building Activities



Team Building Activities



Team Building Pool Activities



Team Building Activities



Team Building Pool Activities



Team Building Pool Activities



Team Building Pool Activities



CAUTION
ALLOW
WATER
NO DIVING

78:58

CAUTION
SHALLOW
WATER
NO DIVING







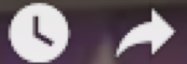






Video Clips

Sink or Swim? A Look Inside Organizational Behavior



Organizational Behavior

With Frank McAndrew



0:39 / 0:39



YouTube



Video Clips



What is a Group?

Two or more individuals who -

- ◆ Have a sense of belonging
- ◆ Interdependent Fates
- ◆ Interaction among the members
- ◆ Shared norms and goals

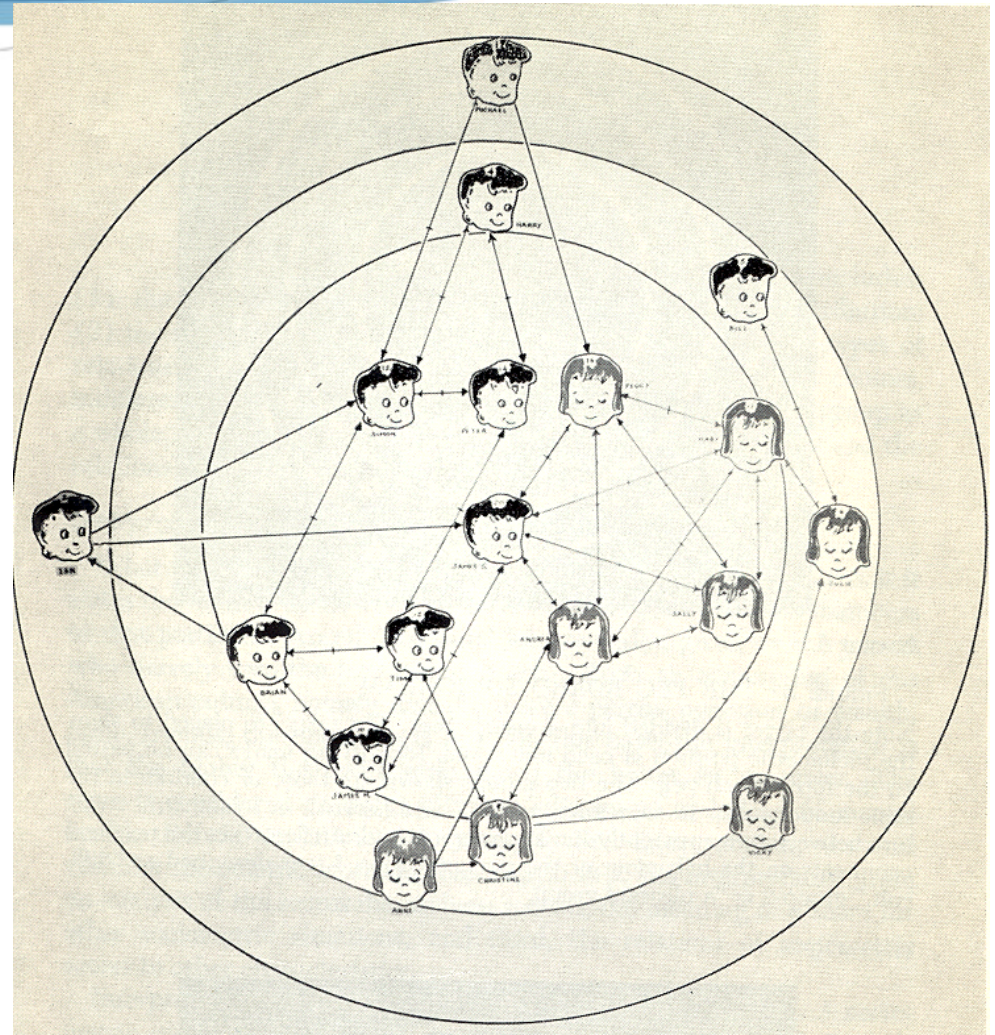


Group Structure



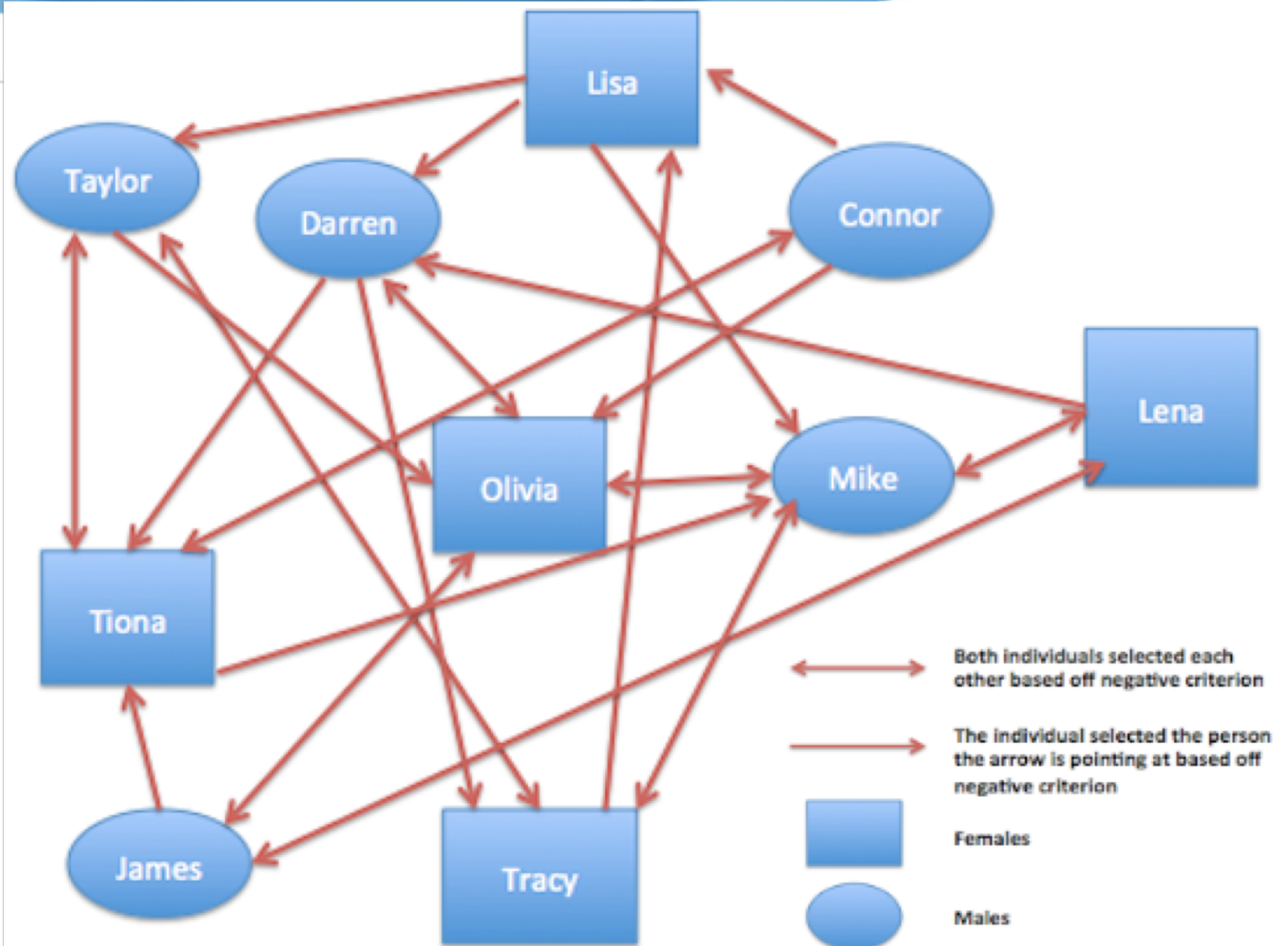
Groups Have Formal & Informal Structures

Sociogram



Groups Have Formal & Informal Structures

Sociogram

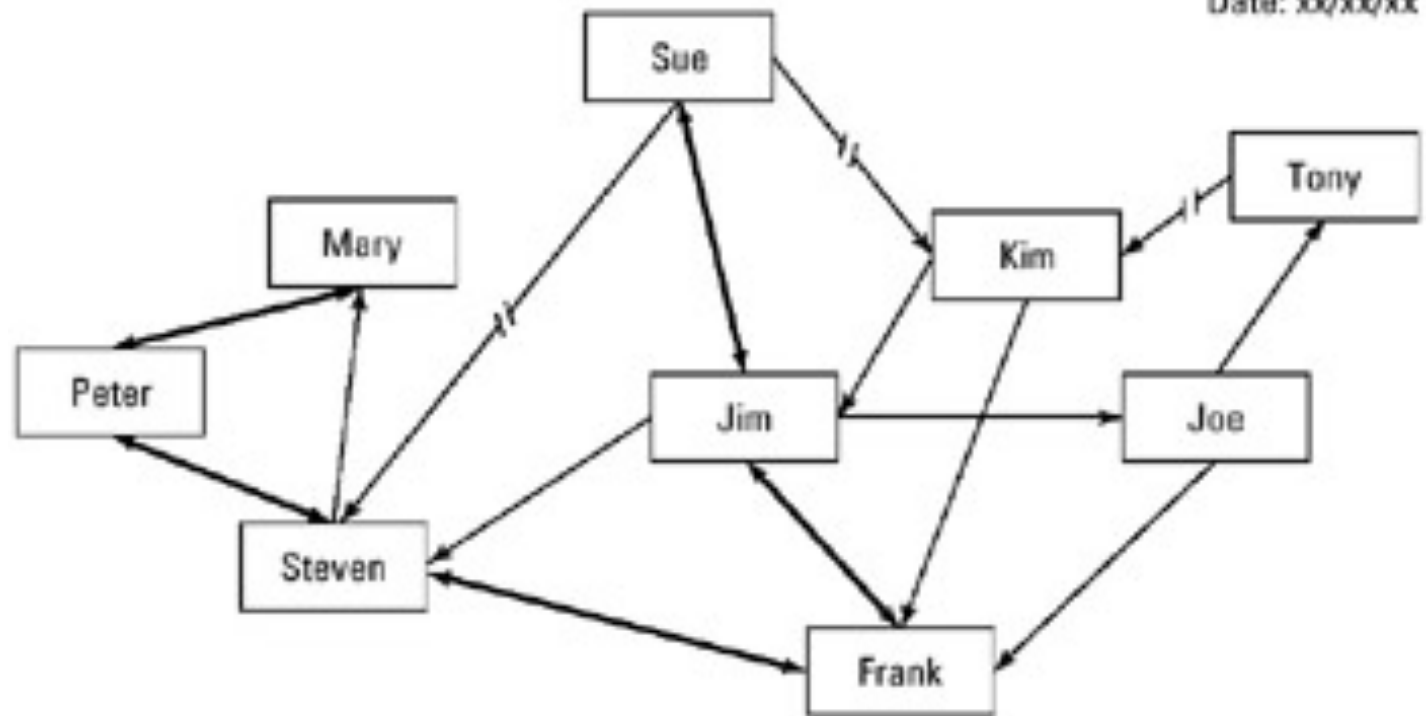


Groups Have Formal & Informal Structures

Team Interpersonal Dynamics

Date: xx/xx/xx

Sociogram



Note: \longleftrightarrow = Mutual choice or acceptance
Selector \longrightarrow Selected
Rejecter $\text{--//--}\longrightarrow$ Rejected

Social Roles



Social Status



Status Can Rely on Different Bases of Power

- ◆ Reward Power
- ◆ Coercive Power
- ◆ Referent Power
- ◆ Expert Power
- ◆ Legitimate Power

Group Cohesiveness

- ◆ Is Increased by
 - ◆ Stability
 - ◆ Homogeneity
 - ◆ Small Size
 - ◆ Isolation or Outside Pressure



Phases of Group Membership

- ◆ Investigation Phase
- ◆ Socialization Phase
- ◆ Maintenance Phase
- ◆ Resocialization
- ◆ Remembrance Phase



Group Effects on the Individual

- ◆ Social Facilitation
- ◆ Social Loafing
- ◆ Social Compensation
- ◆ Deindividuation



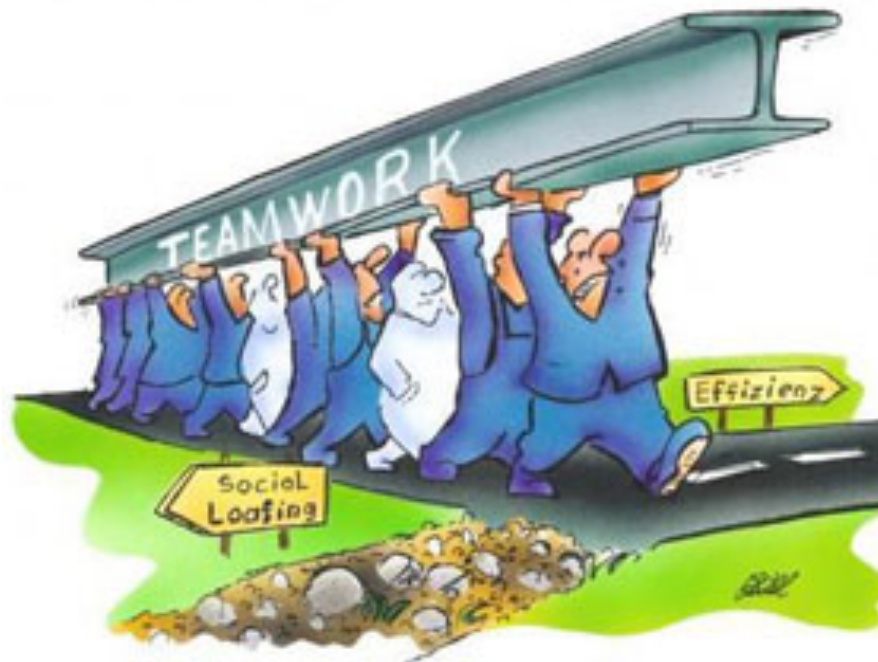
Theoretical Explanations for Social Facilitation

- ◆ Drive Theory (Zajonc)
- ◆ Evaluation Apprehension
- ◆ Distraction-Conflict Model
- ◆ Social Comparison

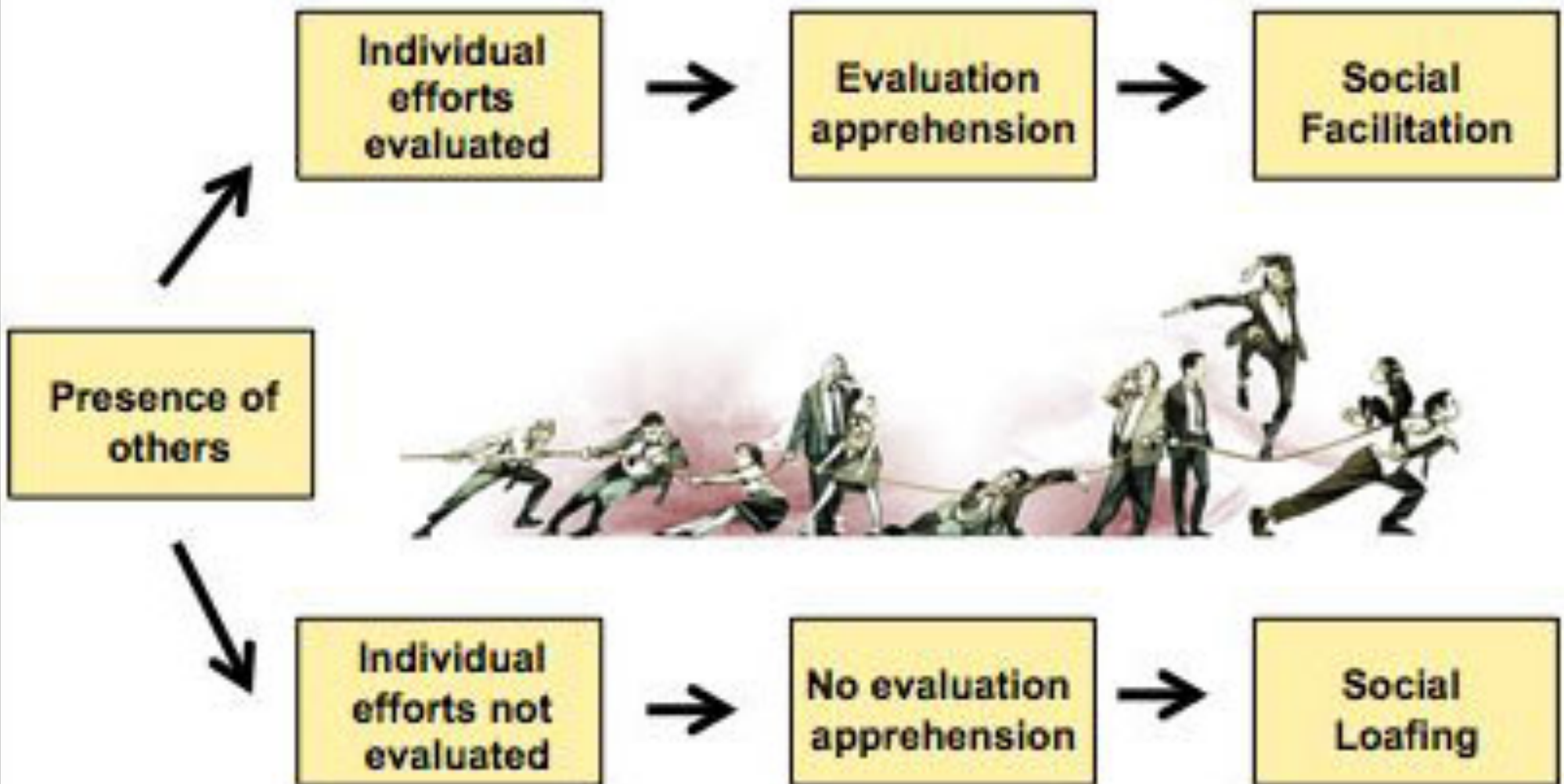


Social Loafing

- Decreases when individuals think that their efforts can be monitored
- Decreases when task is challenging, appealing, or involving
- Decreases with friends and cohesive teams
- Loafers are not always aware that they are loafing

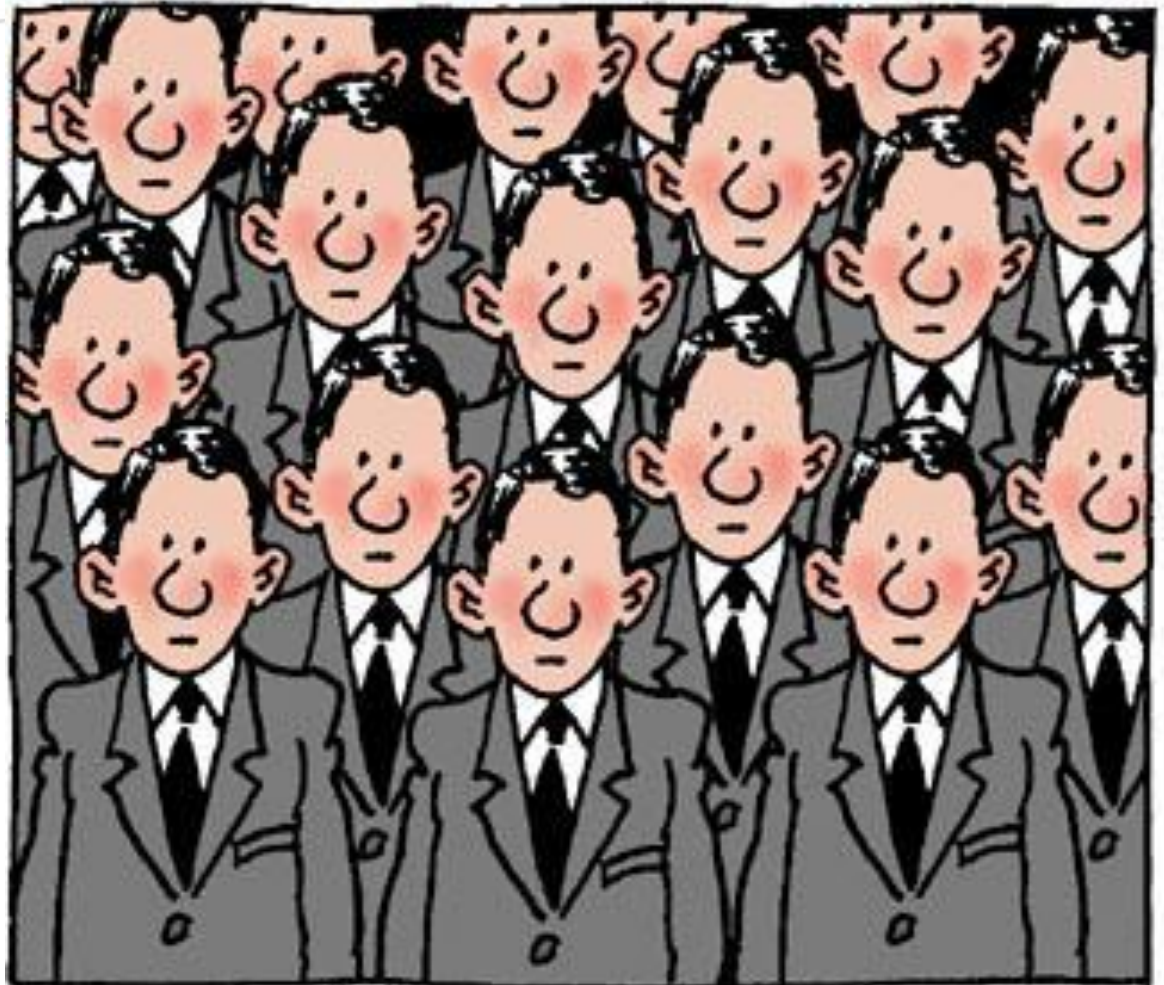


Facilitation vs. Loafing



Degrees of Social Influence

- ◆ Conformity
- ◆ Compliance
- ◆ Obedience



Another conformity example



Exhibit 1



A



B



C

Exhibit 2

Conformity can be *Informational* or *Normative*



Factors Affecting Conformity

- ◆ Degree of Social Support
- ◆ Previous Embarrassment/Deviation
- ◆ Relative status of group members
- ◆ Sex and nature of task
- ◆ Group size (around 4 is optimal)
- ◆ Group Cohesiveness
- ◆ Publicity
- ◆ Ambiguity of Task
- ◆ Personality
 - ◆ Authoritarianism
 - ◆ Need for Approval
 - ◆ Locus of Control
 - ◆ Self Esteem
- ◆ Rewards/Punishments



Factors Affecting Compliance

- ◆ Reciprocity
- ◆ Equity
- ◆ Public Embarrassment
- ◆ Low Balling
- ◆ Foot-in-the-Door technique
- ◆ Door-in-the-Face technique

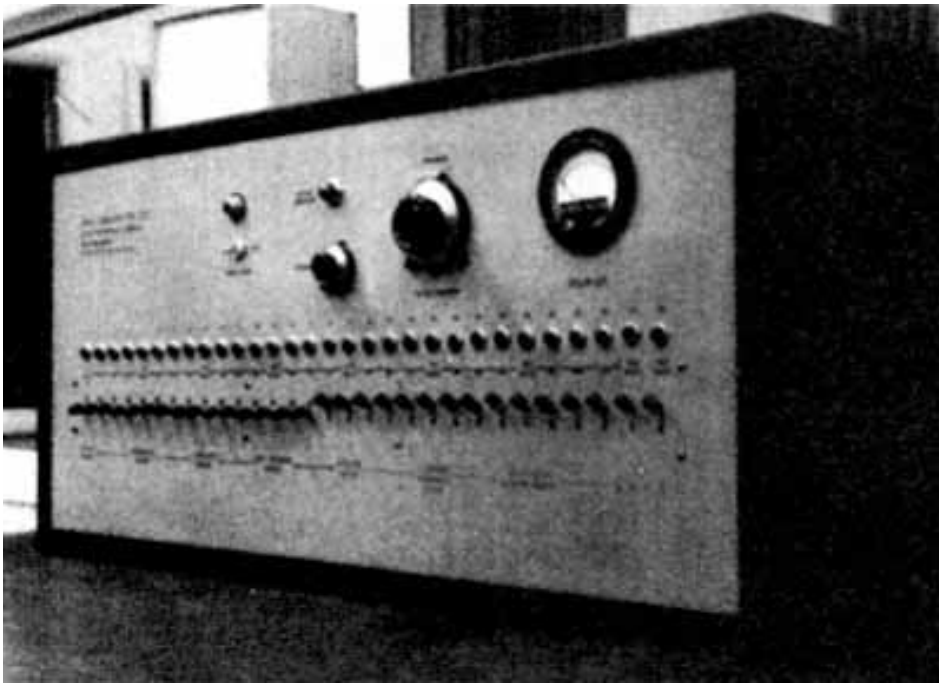


The Milgram Obedience Experiments

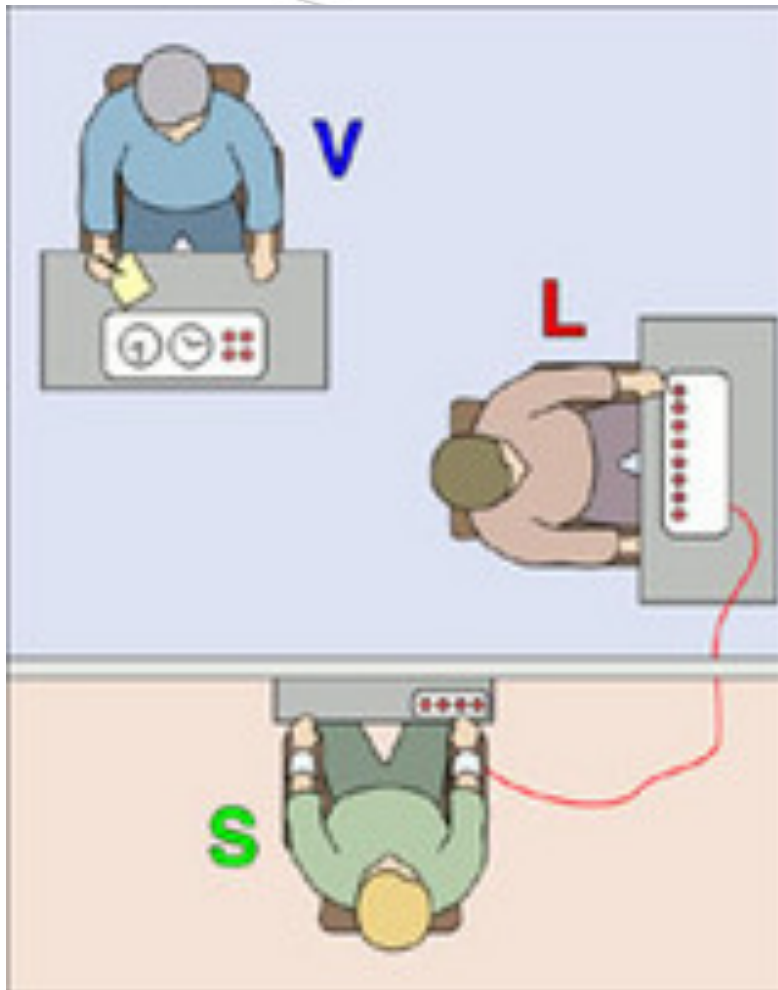


Stanley Milgram

The Milgram Obedience Experiments



The Milgram Obedience Experiments



CREATIVITY



The Creative Process

THIS IS AWESOME

THIS IS TRICKY

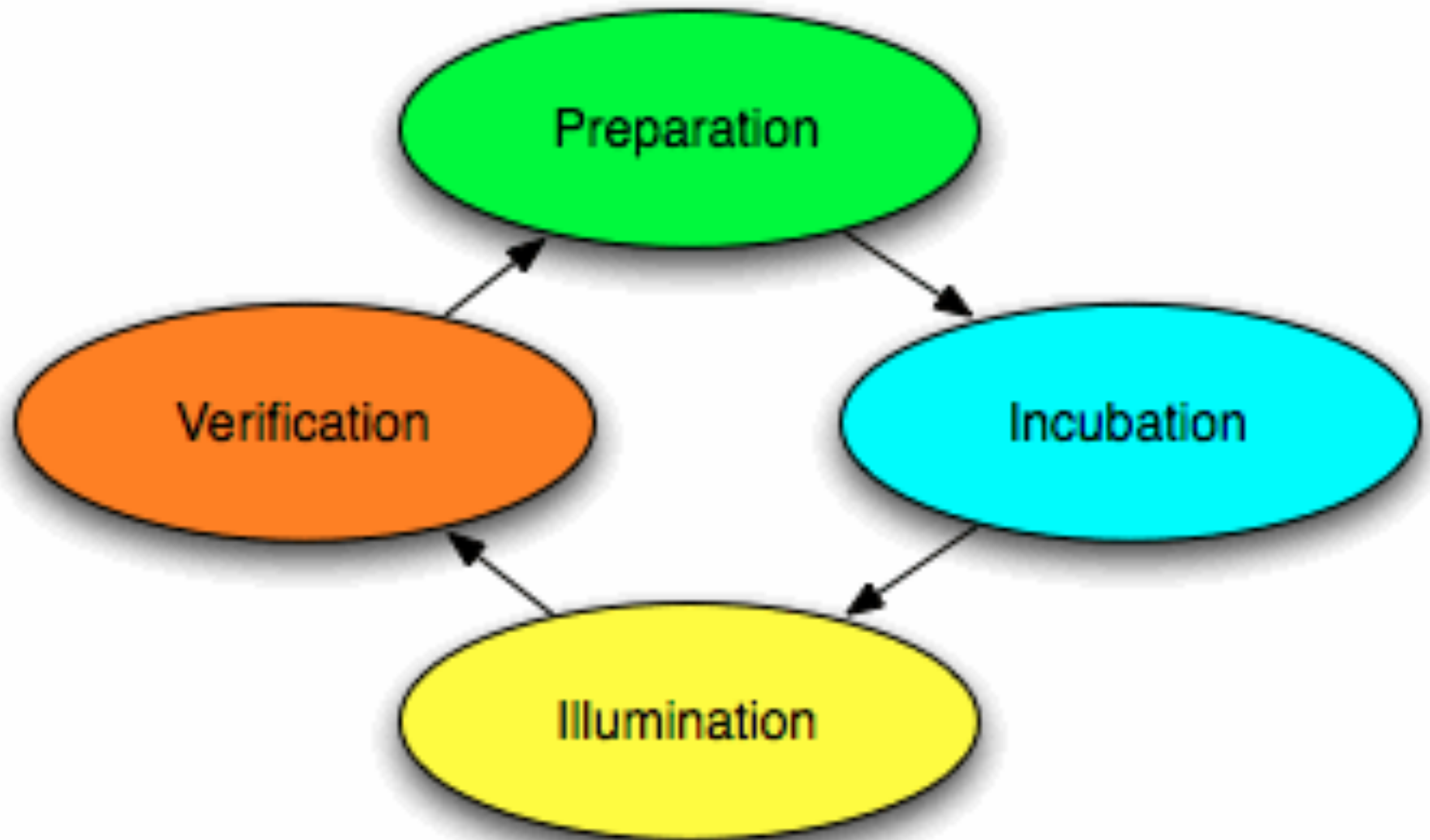
THIS IS SHIT

I AM SHIT

THIS MIGHT BE OK

THIS IS AWESOME...

Creative Process

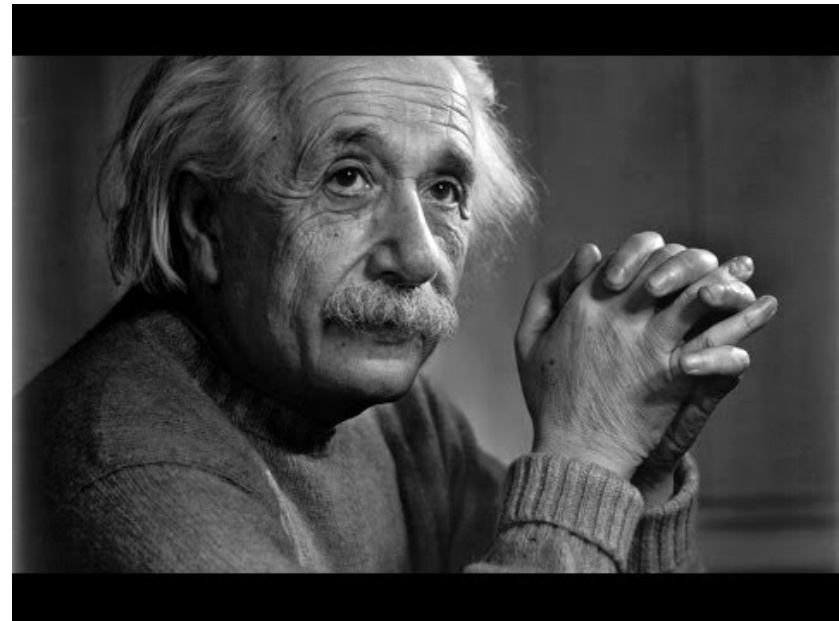
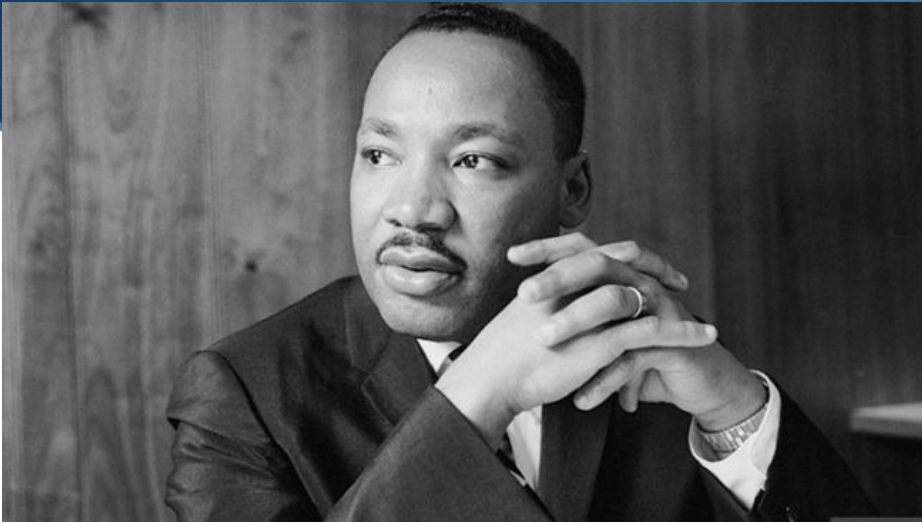


Steps of Creative Problem Solving

(from Robbins & Judge)

- ◆ Formulate the Problem
- ◆ Information Gathering
- ◆ Idea Generation
- ◆ Idea Evaluation

How Do We Identify Creative People?



How Do We Identify Creative People?











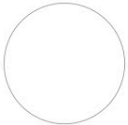
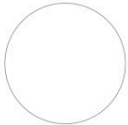
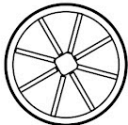

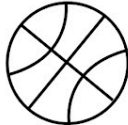
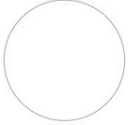
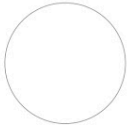

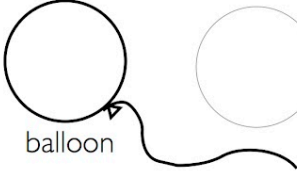






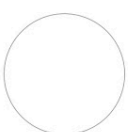
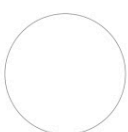
Abilities Related to Creativity

- ◆ Divergent Thinking
- ◆ The ability to “Break Set”
- ◆ Importance of the “Prepared Mind”
- ◆ Ability to Recognize/Evaluate Creative Ideas

How to Measure Creativity?

Guilford's Divergent Production Test

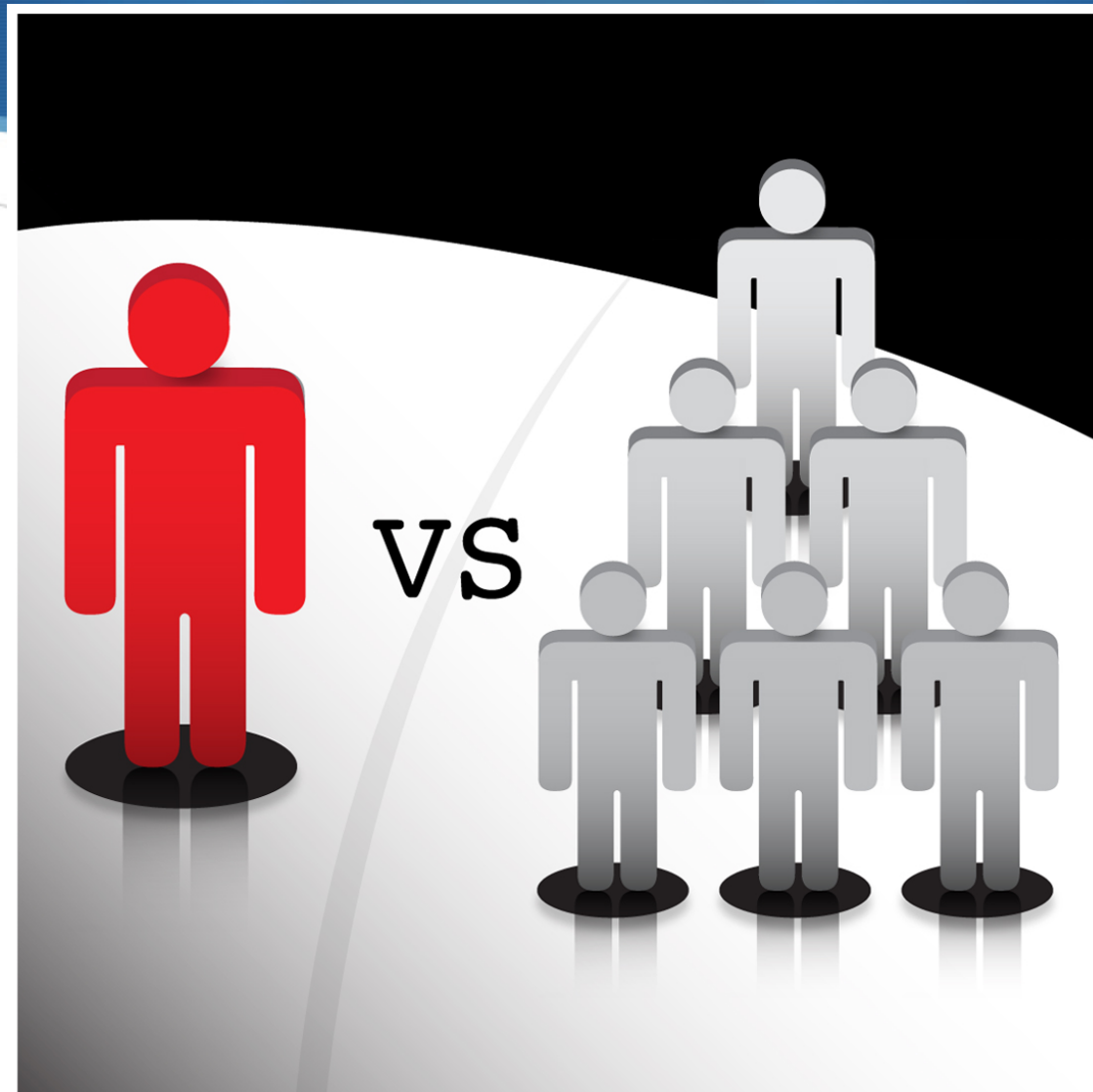
Use the circles as a prompt for drawing. Draw for two minutes.

Anna	 face	 face	 face	 face	 face
Benji	 face	 wheel	 ball		
Carol	 wheel	 wheel	 ball		
Darlene	 bomb	 balloon			
Eric	 face	 face	 face		

How to Measure Creativity?

- ◆ The Remote Associates Test (RAT)

Individual vs. Group Problem Solving



Why do Groups Produce More & Better Solutions to Problems than Individuals?

- ◆ Sum Individual Contributions
- ◆ Reject Incorrect Solutions/Check Errors
- ◆ Greater Influence of Most Able Group Member
- ◆ Social Influence of Most Confident Group Member
- ◆ Greater Interest in Task Aroused by Group Membership
- ◆ Greater Amount of Information Available to Group

Decision Making





- yes
- no
- maybe

Rational/Normative vs. Descriptive Decision Making Models

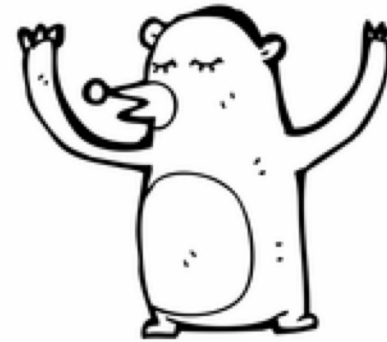
Humans Operate under “Bounded Rationality”

- ◆ Built-In Cognitive Biases/Shortcomings Interfere:
 - ◆ Overconfidence/Optimistic Bias
 - ◆ Anchoring Bias
 - ◆ Confirmation Bias/Illusory Correlations
 - ◆ Availability Bias
 - ◆ Escalation of Commitment
 - ◆ Risk Aversion
 - ◆ Randomness Error
 - ◆ Hindsight Bias
 - ◆ Primacy Effects
 - ◆ Power of the Particular
 - ◆ Self-Serving Biases



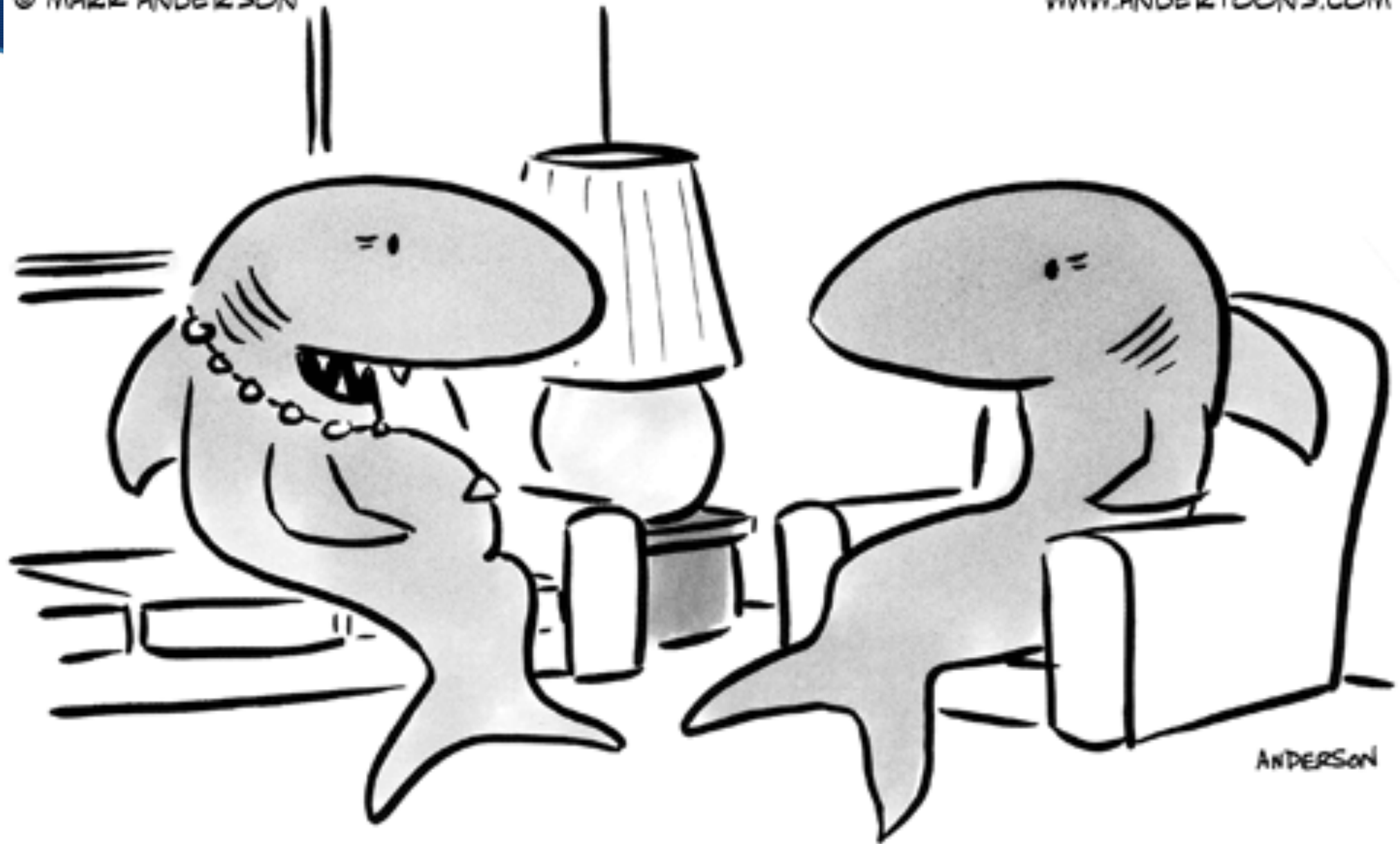
maximizers

- exhaustively seek the best
- compare decisions with others
- expend more time and energy
- unhappier with outcomes



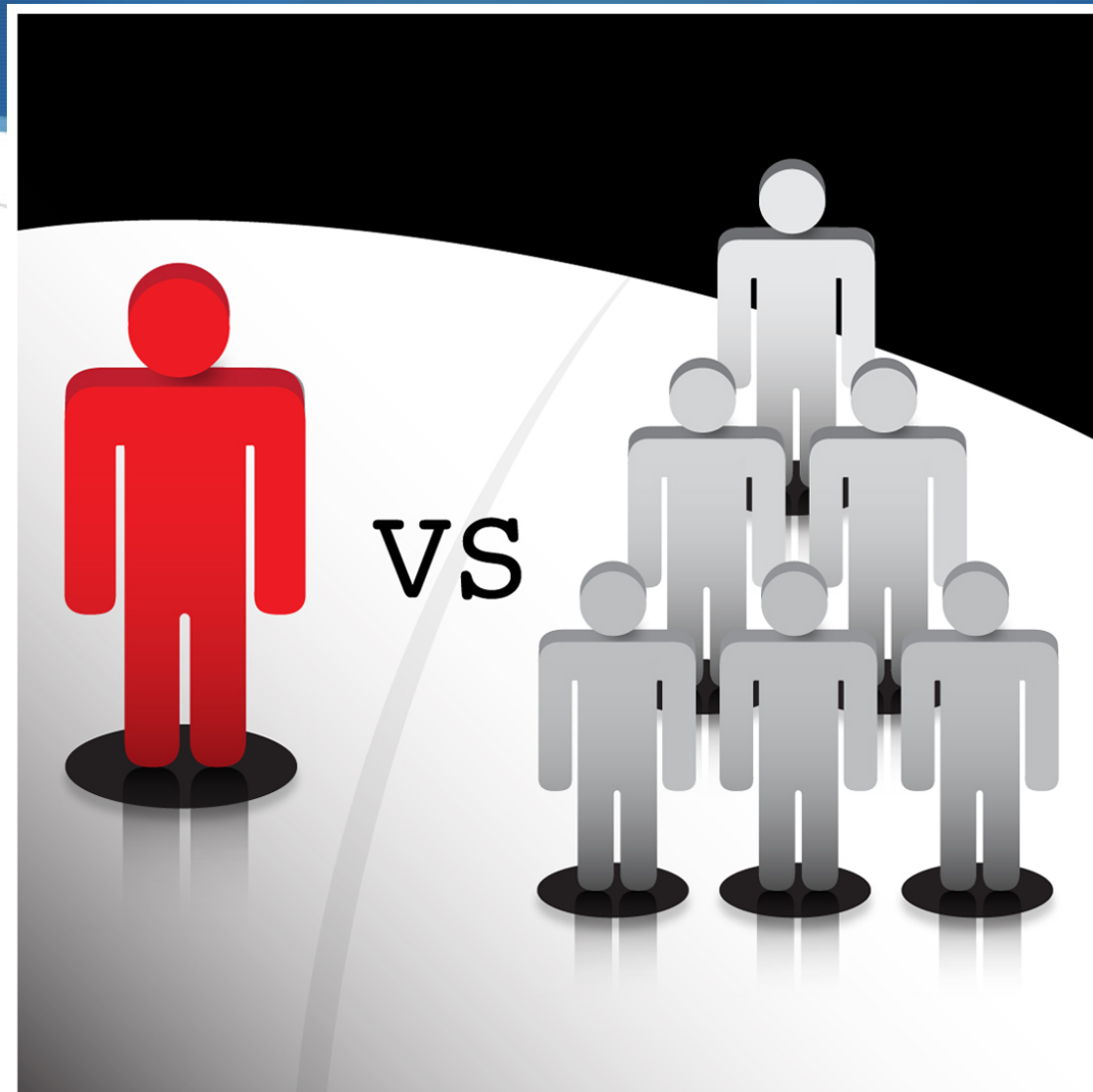
satisficers

- accept good enough
- don't obsess over other options
- can move on after deciding
- happier with outcomes



"As long as it has all its fins and is a remorseless eating machine, we'll be happy."

Individual vs. Group Decision Making



Obstacles to Effective Group Decision Making

- ◆ Group Polarization/Groupshift
- ◆ Groupthink
- ◆ Escalation of Commitment to Bad Decisions
- ◆ Distraction from task resulting from group interaction
 - ◆ e.g., the “Common Knowledge Effect”





Buzzle.com

Groupthink is a phenomenon where people tend to confirm with group decisions to avoid feeling outcast, leading to errors in decision making.

Symptoms of Groupthink

- ◆ Illusion of Invulnerability
- ◆ Shared Stereotypes
- ◆ Illusion of Morality
- ◆ Extreme Rationalization
- ◆ Illusion of Unanimity
- ◆ Strong Conformity Pressures
- ◆ Contradictory information is ignored/minimized
- ◆ Self-Censorship
- ◆ The Presence of a “Mind-Guard”
- ◆ A Leader Who Promotes a Favorite Decision

How to Avoid Groupthink

- ◆ Leaders should withhold personal opinions
- ◆ Divide large group into smaller groups
- ◆ Appoint a designated “Devil’s Advocate”



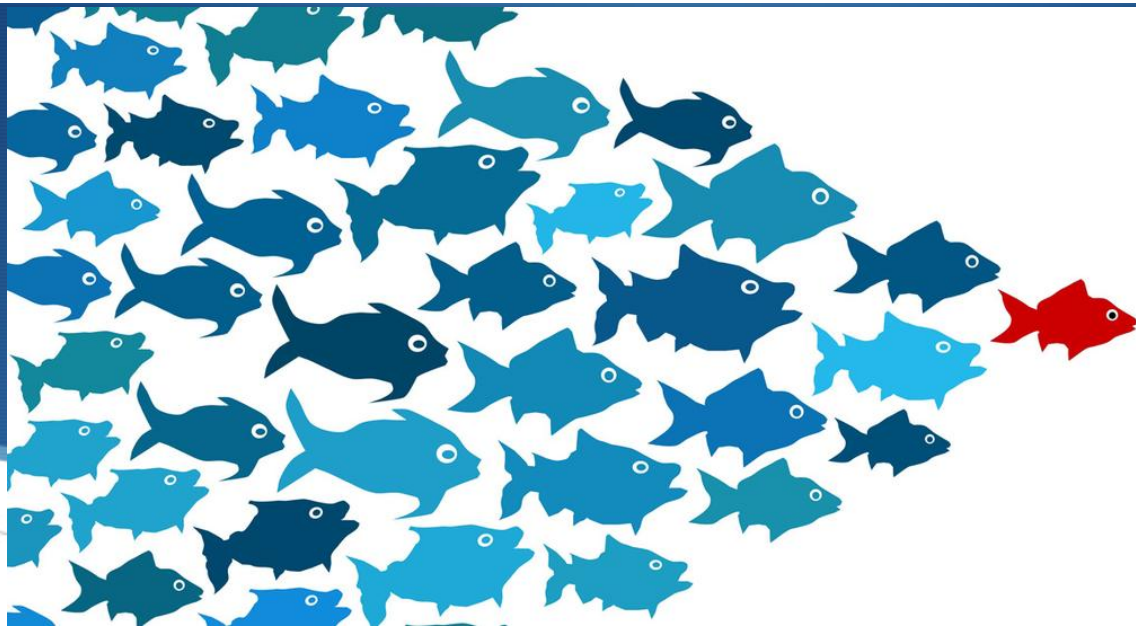
Techniques for Improving Group Decision Making & Problem Solving

- 🟢 Brainstorming
- 🟢 Nominal Group Technique (NGT)
- 🟢 The Delphi Technique



Leadership

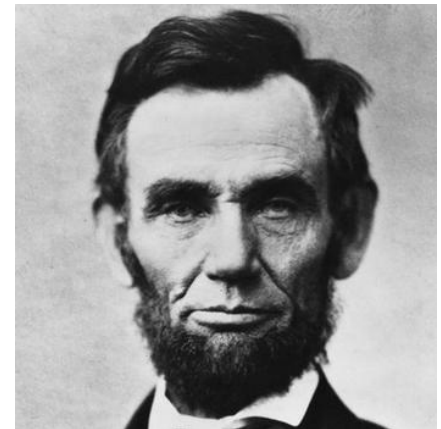
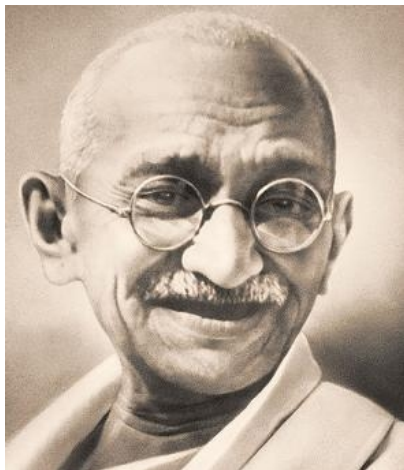




There is a Difference
between Leadership
“Emergence” and
Leadership “Performance”

The Trait Approach to Leadership

💧 Inspired by the Success of Great Leaders



The Trait Approach to Leadership

Leader Emergence & Performance

- “Big 5” traits associated with leadership
 - Extraversion (especially with emergence)
 - Conscientiousness
 - Openness to Experience
 - Low Neuroticism
- High Self-Monitoring
- Intelligence
- Emotional Intelligence

Leadership Characteristics

Needs Associated with Leader Performance

Types of Needs

- Power
- Achievement
- Affiliation

Leadership Motive Pattern

- High need for power
- Low need for affiliation

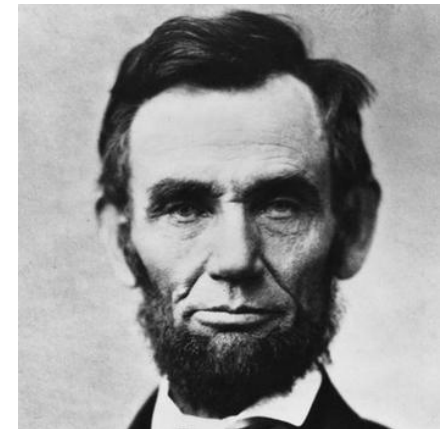
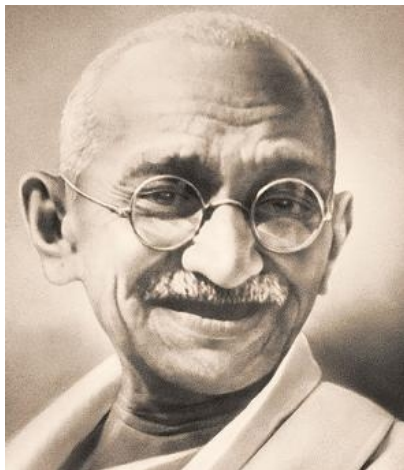


Motivational Factors in Leadership

- ◆ Three aspects of the motivation to lead:
 - ◆ Affective Identity Motivation (Enjoys being in charge & leading others)
 - ◆ Noncalculative Motivation (Personal gain through leadership – Pay, status, etc)
 - ◆ Social-Normative Motivation (Leading out of a sense of duty)
- ◆ The “Leadership Motivation Pattern”
 - ◆ (Based on McClelland’s Learned Needs Theory)
 - ◆ High in the Need for Power; Low in the Need for Affiliation
 - ◆ More concerned with results than with being liked

Charismatic & Transformational Leadership

- ◆ Inspired by “Transformational” Leaders
 - ◆ Emerge during times of crisis
 - ◆ Charismatic, Inspirational, Visionary; Generates Enthusiasm
 - ◆ Long term-goals; future oriented
 - ◆ Confident; strong sense of being right
 - ◆ Lead by example; confident, optimistic
 - ◆ Articulate clear vision and strategy to get there
 - ◆ They transform the outlook & behavior of others
 - ◆ They get others to transcend self-interest & work for good of group



Authentic Leadership

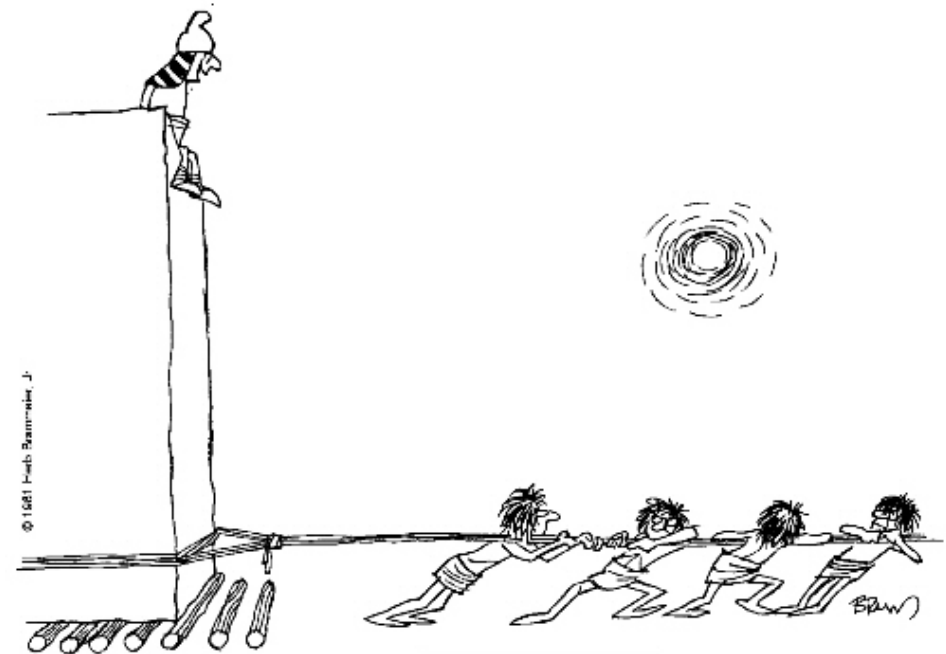


Do Situations Completely Determine Leaders?



Other Relevant Characteristics of Leadership

- ◆ Legitimacy (Endorsement)
 - ◆ Can be “appointed” or “emergent”
- ◆ Style of Leadership
 - ◆ Task-Oriented (Theory X)
 - ◆ Person-Oriented (Theory Y)
 - ◆ Autocratic (induces hostility)
 - ◆ Democratic
 - ◆ Laissez-Faire



Task Versus Person Orientation

- ◆ **Person-Oriented Leaders (Theory Y Leaders)**
 - ◆ act in a warm, supportive manner and show concern for the employees
 - ◆ believe employees are intrinsically motivated
- ◆ **Task-Oriented Leaders (Theory X Leaders)**
 - ◆ set goals and give orders
 - ◆ believe employees are lazy and extrinsically motivated

Situational Favorability

Fiedler's Contingency Model

- ◆ Least-Preferred Coworker Scale
- ◆ Situation Favorability
 - ◆ high task structure
 - ◆ high position power
 - ◆ good leader-member relations
- ◆ High LPC leaders best with moderate favorability and Low LPC leaders best with low or high favorability

Relationship Between LPC Scores and Group Success

High LPC Score	Low Performance	High Performance	Low Performance
Low LPC Score	High Performance	Low Performance	High Performance
	Low	Moderate	High

Situation Favorability

Organizational Climate

IMPACT Theory

◆ Leadership Style

- ◆ Information (expert power)
- ◆ Magnetic (referent power)
- ◆ Position (legitimate power)
- ◆ Affiliation
- ◆ Coercive(reward/coercive p)
- ◆ Tactical

◆ Ideal Climate

- ◆ Ignorance
- ◆ Despair
- ◆ Instability
- ◆ Anxiety
- ◆ Crisis
- ◆ Disorganization

IMPACT Leadership Strategies

- ◆ Find a climate consistent with your leadership style
- ◆ Change your leadership style to better fit the existing climate
- ◆ Change your followers' perception of the climate
- ◆ Change the actual climate

Leadership Style May Depend Upon Subordinate Ability

Path-Goal Theory (House)

- ◆ Leaders are only accepted if they help the group achieve goals
- ◆ Leaders do things that affect subordinates perceptions of whether or not their efforts matter:
 - ◆ Determining extrinsic rewards
 - ◆ Recognizing/rewarding achievement
 - ◆ Supporting subordinate's efforts to achieve
 - ◆ Assigns & delegates tasks

Leadership Style May Depend Upon Subordinate Ability

Path-Goal Theory (House)

- Leadership Behaviors can be described as either:
 - Showing Consideration
 - Initiating Structure



Leader's Tendencies can be measured by:

*Leadership Opinion Questionnaire (LOQ) – Filled out by Leader

*Leadership Behavior Description Questionnaire (LBDG) – Filled out by subordinates

Situational Leadership Theory

(Hersey & Blanchard, 1988)

- ◆ Leaders typically use one of four behavioral styles:
 - ◆ Delegating – What to do
 - ◆ Directing – What to do & how to do it
 - ◆ Supporting – Get them to want to do it
 - ◆ Coaching – How to do it

Subordinate Ability & Willingness

Situational Leadership Theory

(Hersey & Blanchard, 1988)

Employee is Unable Employee is Able

Employee is
Unwilling

Directing (R1)

Supporting (R3)

Employee is
Willing

Coaching (R2)

Delegating (R4)

Situational Leadership Theory

(Hersey & Blanchard, 1988)



Leader-Member Exchange Theory (LMX)



LEADER-MEMBER EXCHANGE

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Results of the General Electric Management Study (The Tube Plant Study)

Percentage of Assembled Units Requiring Repair

<u>Phase of Experiment</u>	<u>Favored Group</u>	<u>Unfavored Group</u>
1 st Week	10.6	11.8
Next 2 Weeks	11.7	14.7
1 st Week after Changeover	21.1	31.4
2 nd Week after Changeover	13.8	28.0
3 rd & 4 th Weeks after Changeover	11.6	29.0

The Effects of a Bad Boss



The Effects of a Bad Boss



The Effects of a Bad Boss



The Effects of a Bad Boss



The Effects of a Bad Boss

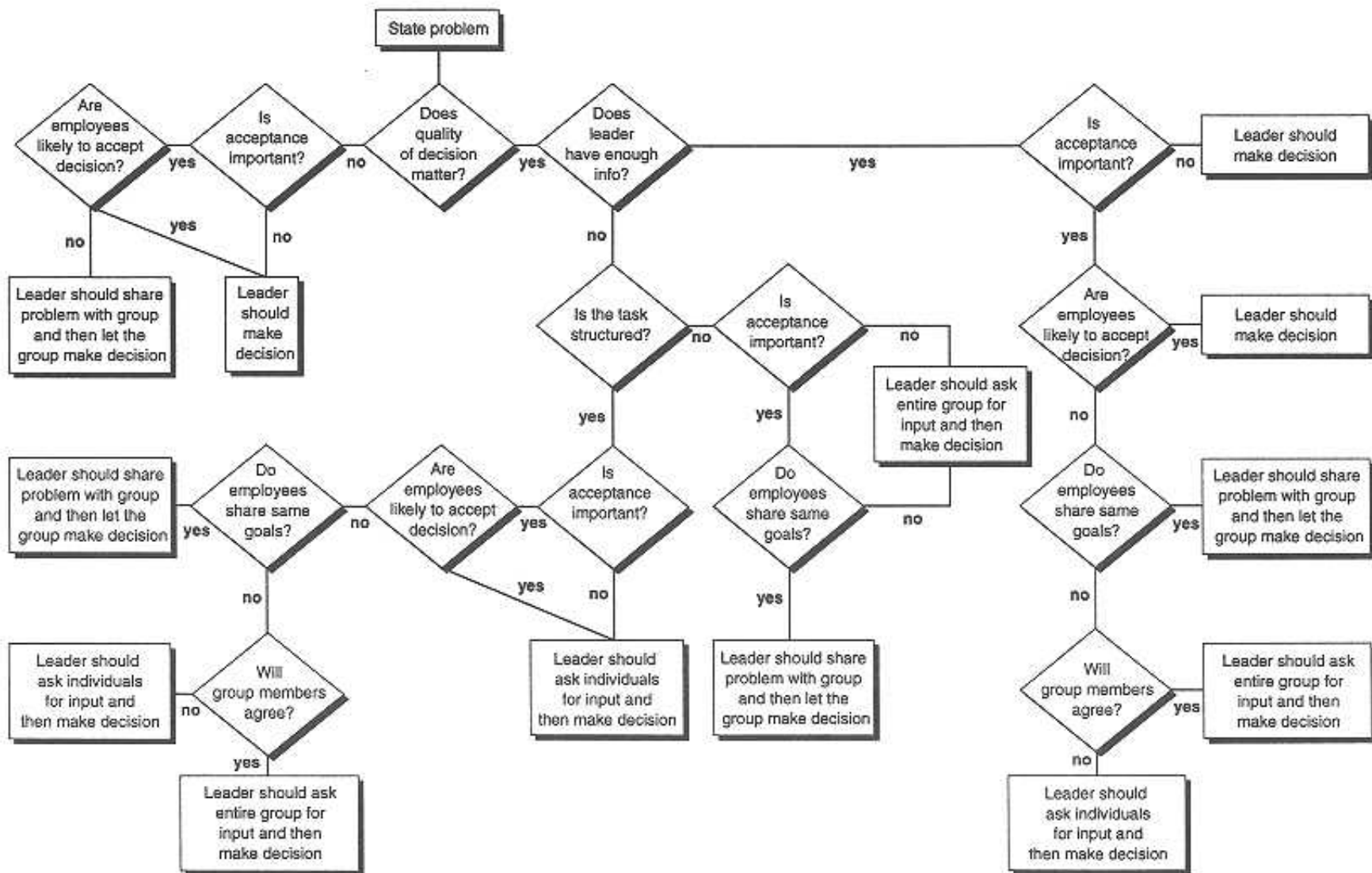


Leader-Participation Model: Leadership Through Decision Making

Vroom-Yetton Model

- ◆ 5 Decision Styles:
 - ◆ A1 –Autocratic
 - ◆ A2 –Autocratic
 - ◆ C1 – Consultive
 - ◆ C2 – Consultive
 - ◆ G2 - Group
- ◆ 7 Decision Rules determine which decision style will work best





The Seven Decision Rules

(Vroom & Yetton)

- ◆ Leader Information Rule: Eliminate A_1
- ◆ Goal Congruence Rule: Eliminate G_2
- ◆ Unstructured Problem Rule: Eliminate A_1, A_2, C_1
- ◆ Acceptance Rule: Eliminate A_1, A_2
- ◆ Conflict Rule: Eliminate A_1, A_2, C_1
- ◆ Fairness Rule: Use G_2
- ◆ Acceptance Priority Rule: Use G_2

Worker Participation in Managerial Decisions

EXECUTIVE DECISION MAKING SYSTEM



- ✔ Participative decision-making almost always leads to greater worker satisfaction
- ✔ Participative decision-making does NOT always lead to greater productivity
- ✔ The Vroom-Yetton Model (1973) suggests how managers decide how participative to be.

Managers are MORE participative when:

- ◆ Quality of the decision is important
- ◆ Subordinate acceptance of decision is critical
- ◆ Subordinates are trusted to focus on organizational (rather than personal) goals
- ◆ Conflict among subordinates is minimal

Managers are LESS participative when:

- ◆ They have the information necessary to make a decision
- ◆ The problem is well-structured or familiar
- ◆ Time is limited and immediate action is required

Good Managers Help Groups Avoid the Common Pitfalls of Group Decisions

THE EXAMPLE OF GROUPTHINK:





Groupthink is a phenomenon where people tend to conform with group decisions to avoid feeling outcast, leading to errors in decision making.

Symptoms of Groupthink

- ◆ Illusion of Invulnerability
- ◆ Shared Stereotypes
- ◆ Illusion of Morality
- ◆ Extreme Rationalization
- ◆ Illusion of Unanimity
- ◆ Strong Conformity Pressures
- ◆ Contradictory information is ignored/minimized
- ◆ Self-Censorship
- ◆ The Presence of a “Mind-Guard”
- ◆ A Leader Who Promotes a Favorite Decision

Power



Bases of Social Power

(from French & Raven, 1959)

Formal Power Base

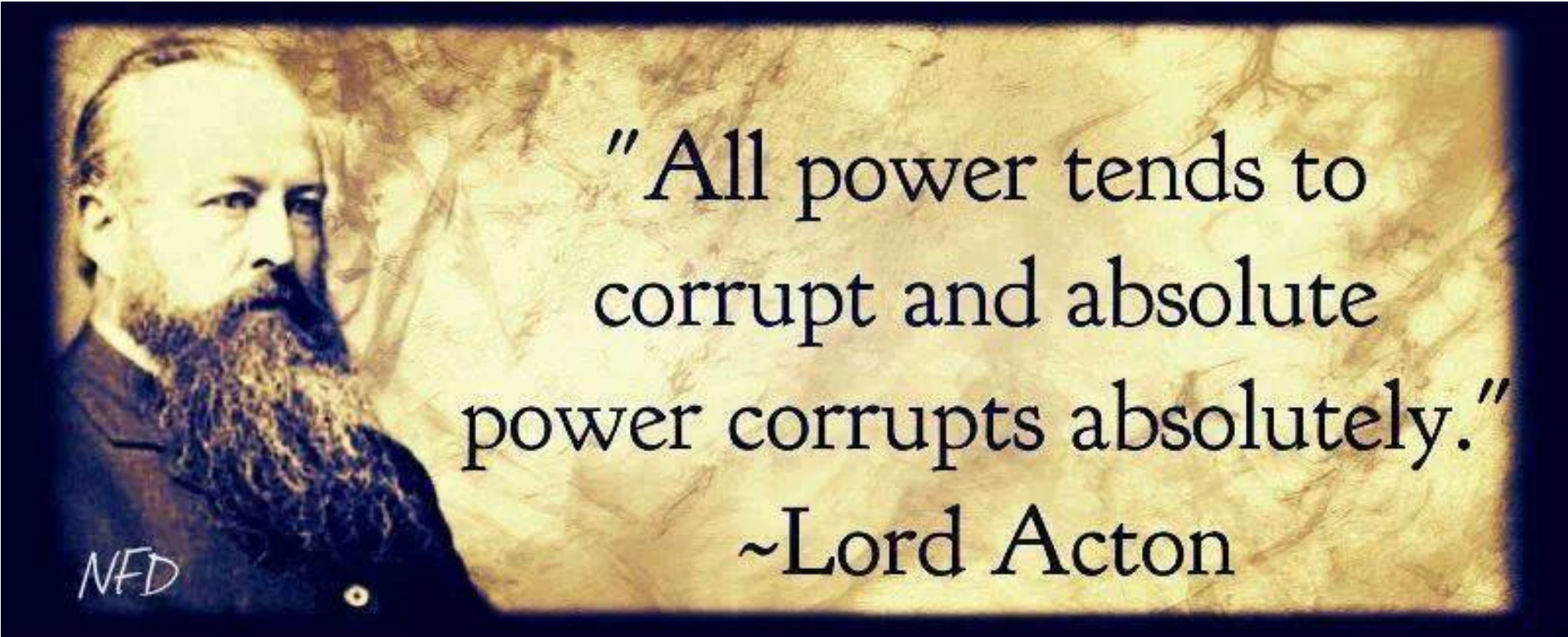
- Coercive Power
- Reward Power
- Legitimate Power

Personal Power Base

- Expert Power
- Referent Power

THE GENERAL DEPENDENCE POSTULATE:

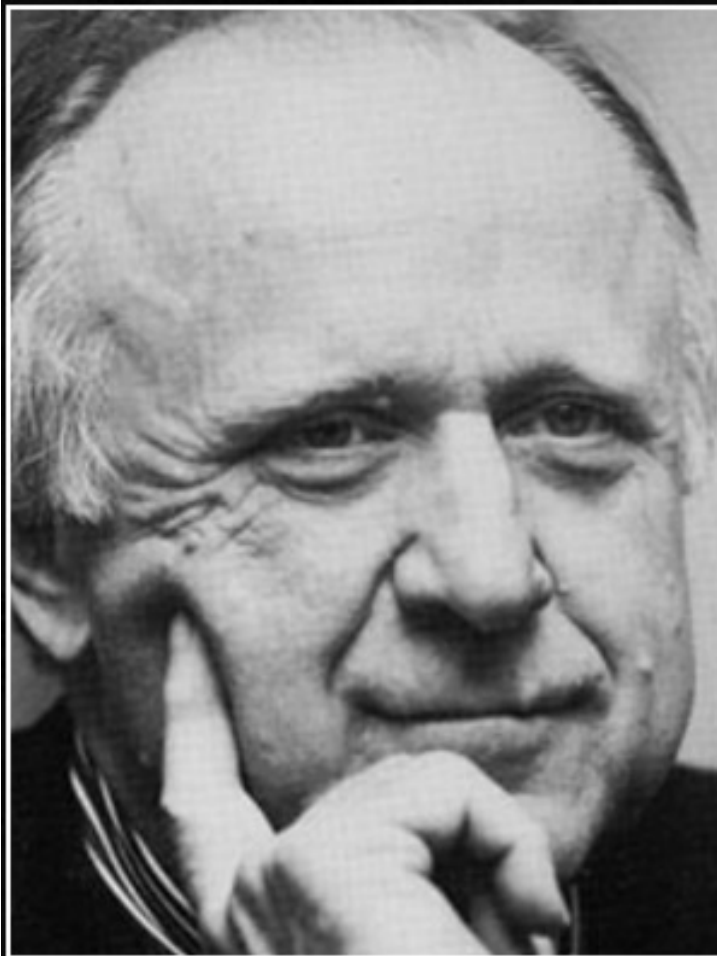
-The greater B's dependence on A, the more Power A has over B.



"All power tends to corrupt and absolute power corrupts absolutely."

~Lord Acton

NFD



It is not that power corrupts but
that power is a magnet to the
corruptible.

— *Frank Herbert* —

AZ QUOTES

Power *Can* Corrupt

- ◆ It leads us to place self-interest first
- ◆ It helps us to “objectify” others
- ◆ It can compromise moral judgment
- ◆ Powerful people react negatively to threats to their competence

“Politics” is the playing out of conflicting power in the workplace.



Sexual Harassment: A Workplace Power Issue?



Organizational Conflict

- ◆ Conflict can revolve around
 - ◆ Tasks
 - ◆ Process
 - ◆ Relationships



Personal Styles of Dealing with Conflict

(from the Cohen Conflict Response Inventory)

- ◆ The Sage
- ◆ The Diplomat
- ◆ The Ostrich
- ◆ The Philanthropist
- ◆ The Warrior

The Nature of Organizational Conflict

- ◆ Incompatibility between individual & organization
 - ◆ Work role requirements vs. personal needs
 - ◆ Violated expectations
- ◆ Dyadic/Interpersonal Conflicts
 - ◆ Status Confusion
 - ◆ Equity Issues
 - ◆ Lack of Communication
 - ◆ Differences in goals & attitudes
- ◆ Intragroup Conflict
- ◆ Intergroup Conflict
 - ◆ Conflicting interests
 - ◆ Differential treatment
 - ◆ Conflicting professions
 - ◆ Mergers & Organizational Change³⁶⁰

Conflict Resolution

- ◆ What gets in the way?
 - ◆ Distributive vs. Integrative Bargaining
- ◆ Third-Party Negotiation
 - ◆ Mediators
 - ◆ Arbitrators
 - ◆ Conciliators
- ◆ GRIT
 - ◆ (Graduated & Reciprocated Initiative in Tension-Reduction Strategy)

Resolving Conflict

- ◆ GRIT (Graduated & Reciprocated Initiative in Tension Reduction)
 - ◆ One party announces & performs a small, unilateral concession
 - ◆ Opposing side feels pressure to do the same
 - ◆ First side does it again
 - ◆ This works best when both sides are roughly equal in power or side holding edge initiates

Personal Styles of Dealing with Conflict

(from the Cohen Conflict Response Inventory)

- ◆ The Sage
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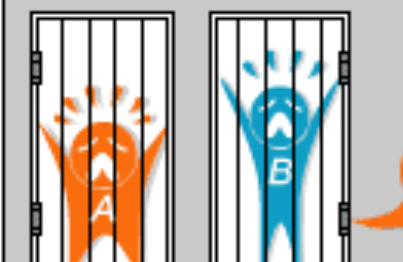

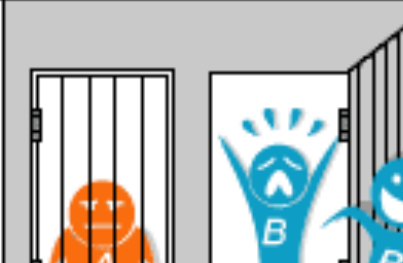

Personal factors affect cooperation, competition, & conflict tendencies

- ◆ Competitors
- ◆ Cooperators
- ◆ Individualists
- ◆ Equalizers
- ◆ Machiavellianism
- ◆ Cultural Background
- ◆ Physiological Reactions to Competition

Classic Laboratory Games

- ◆ The Prisoner's Dilemma
- ◆ The Jolt-Back Game (Shure, Meeker, & Hansford, 1965)
- ◆ The Deutsch & Krauss Trucking Game

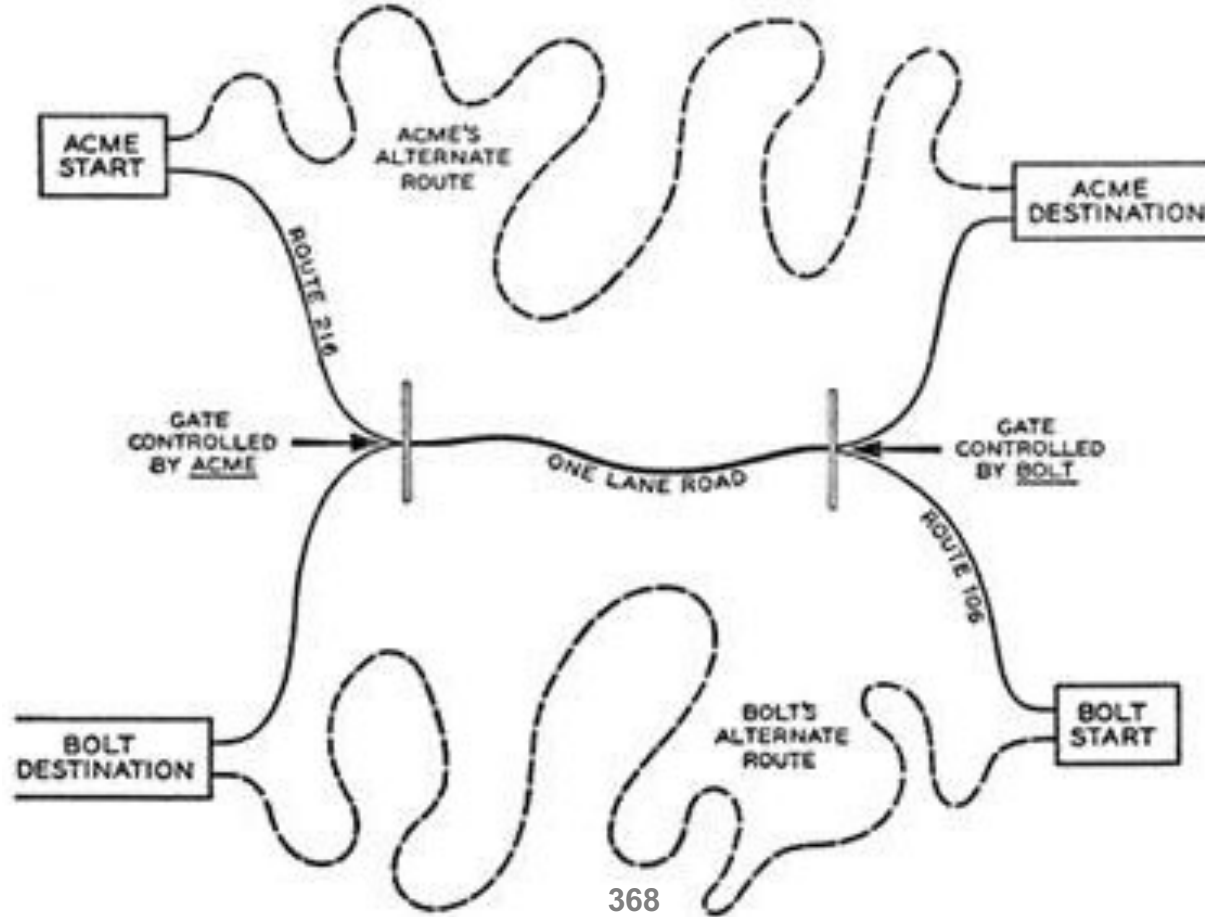
The Prisoner's Dilemma

Prisoners' dilemma		prisoner B			
		confess		remain silent	
prisoner A	confess	 5 years 5 years	 0 year 20 years		
	remain silent	 20 years 0 year	 1 year 1 year		

The Jolt-Back Game

- ◆ Only one player at a time can perform the assigned task (Moving messages through a communications system)
- ◆ First player to complete task successfully gains control of the “Jolt-Back” Option
 - ◆ Can block opponent’s progress
 - ◆ Can deliver painful electric shocks to opponent
 - ◆ Can completely dominate the game
- ◆ On first trial, opponent acts in a totally trusting manner and lets subject gain control of jolt-back option
- ◆ 129 out of 143 subjects used jolt-back option to completely dominate helpless opponent
 - ◆ Even when he was described as a Quaker committed to fair play
 - ◆ Even when he sent written messages asking for fair treatment

The Deutsch & Krauss Trucking Game (1960)



Bargaining & Negotiation



A Settlement is usually a compromise between the

Least Acceptable Result

&

The Maximum Supportable Position

JOB SATISFACTION



The Hawthorne Studies



The Hawthorne Studies

- ◆ Workers' feeling affect their work behavior
- ◆ It was a field *experiment*, demonstrated the value of research
- ◆ Worker perceptions of reality more important than objective reality
- ◆ Discovery of the “Hawthorne Effect”

Employees generally express high levels of job satisfaction



Psychological Factors Related to Job Satisfaction

- ◆ Job Involvement
- ◆ Psychological Empowerment
- ◆ Organizational Commitment
- ◆ Perceived Organizational Support (POS)
 - ◆ Equity – Does employee feel fairly treated?
- ◆ Employee Engagement
- ◆ Does job meet employee's expectations?

Personal & Organizational Factors Related to Job Satisfaction

◆ Size of Organization

- ◆ Smaller is better

◆ Personality

- ◆ Hi self-esteem, internal locus of control
- ◆ Dissatisfaction with everyday life/chronic grippers
- ◆ Match between traits and job characteristics

◆ Age

- ◆ Older workers usually more satisfied
- ◆ Younger workers place more emphasis on intrinsic motivators, older workers on extrinsic

◆ Amount of Work-Related Stress



What About Money & Job Satisfaction?



Extrinsic Factors in Job Satisfaction

- ◆ Recognition for Achievement
- ◆ Status
- ◆ Satisfaction with Pay
- ◆ Promotional Opportunities
- ◆ Job Security
- ◆ Fringe Benefits
- ◆ Working Conditions
- ◆ Satisfaction with supervisors, coworkers, management

Consequences of High vs. Low Job Satisfaction: Why Don't Managers "Get It?"

- ◆ Job Performance
- ◆ Organizational Citizenship Behavior (OCB)
- ◆ Customer Satisfaction
- ◆ Absenteeism & Turnover
- ◆ Workplace Deviance
- ◆ Company Profitability

What do you value in a job?

- ◆ Status/Prestige (occupation & industry)
- ◆ Job requires a variety of skills
- ◆ Recognition for achievement/people ask your advice/awards
- ◆ Completing a piece of work from beginning to end (task identity)
- ◆ High salary
- ◆ Doing job that is significant/important
- ◆ Opportunities for promotion
- ◆ Autonomy/freedom/participation in decisions

What do you value in a job?

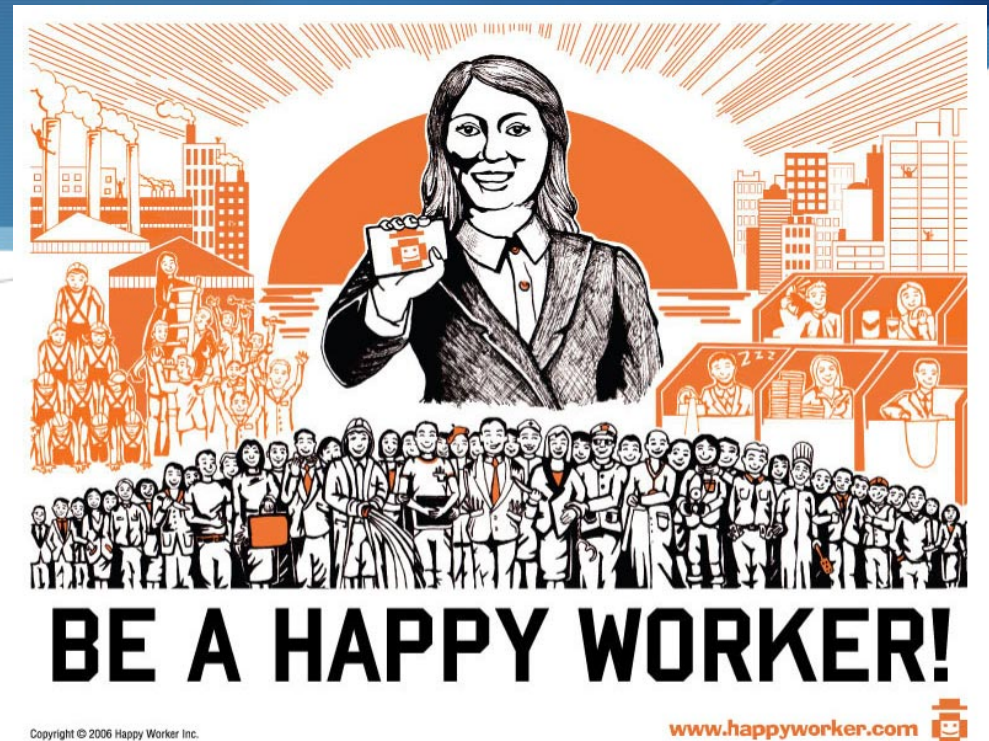
- ◆ Satisfaction with supervisor/management
- ◆ Feedback about your skills provided by job
- ◆ Good coworkers (friendly, competent, supportive, etc)
- ◆ Job is part of “who you are”
- ◆ Job security
- ◆ Fringe Benefits/perks (personal laptop, company car, fitness center)
- ◆ Working conditions & hours

What do you value in a job?

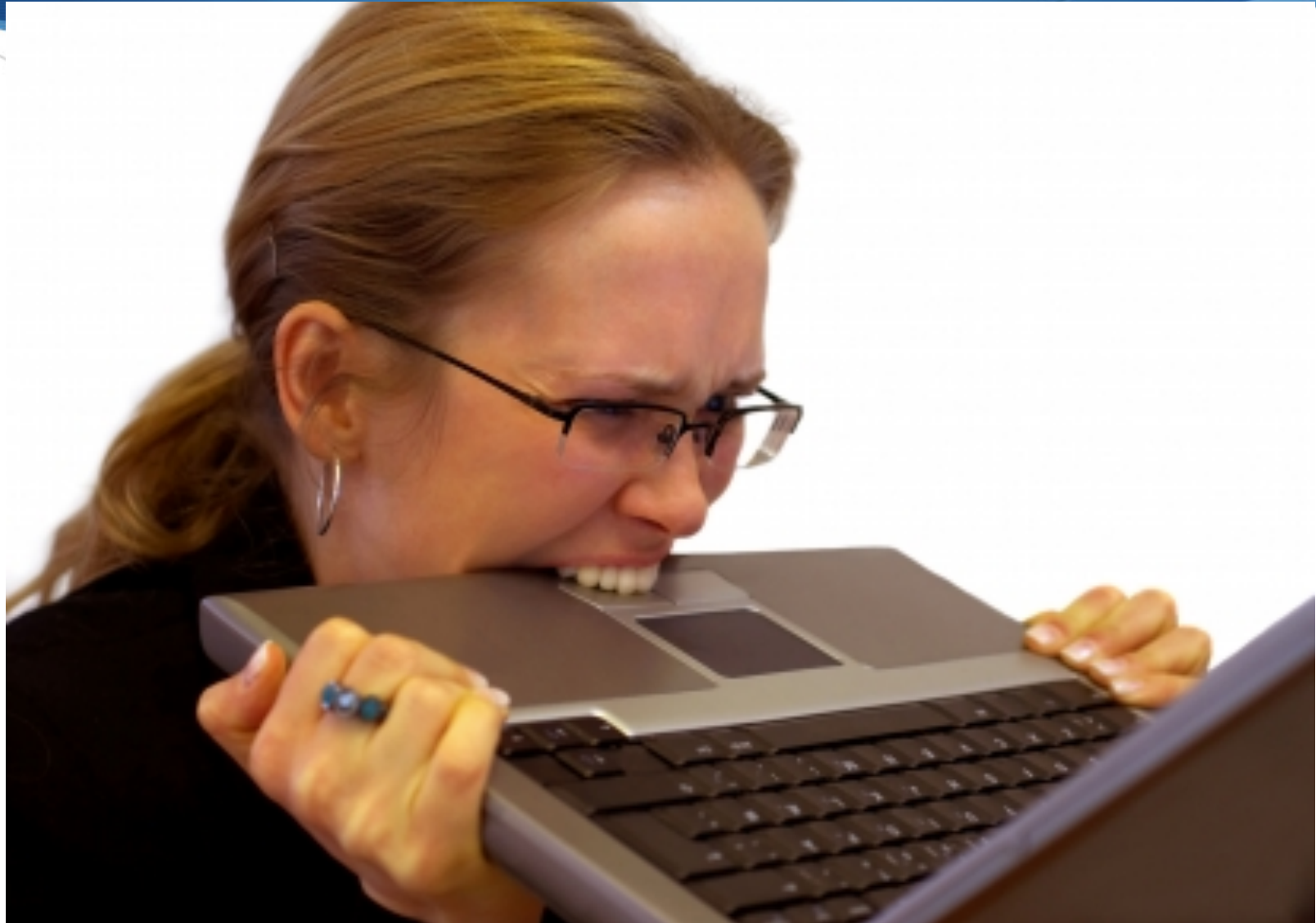
- ◆ Working conditions & hours
- ◆ Size of organization
- ◆ Attractive geographical location
- ◆ Lots of vacation time
- ◆ Social activities (picnics, sports teams, office parties)
- ◆ Nice office or attractive building & grounds
- ◆ Health Insurance
- ◆ Stock options

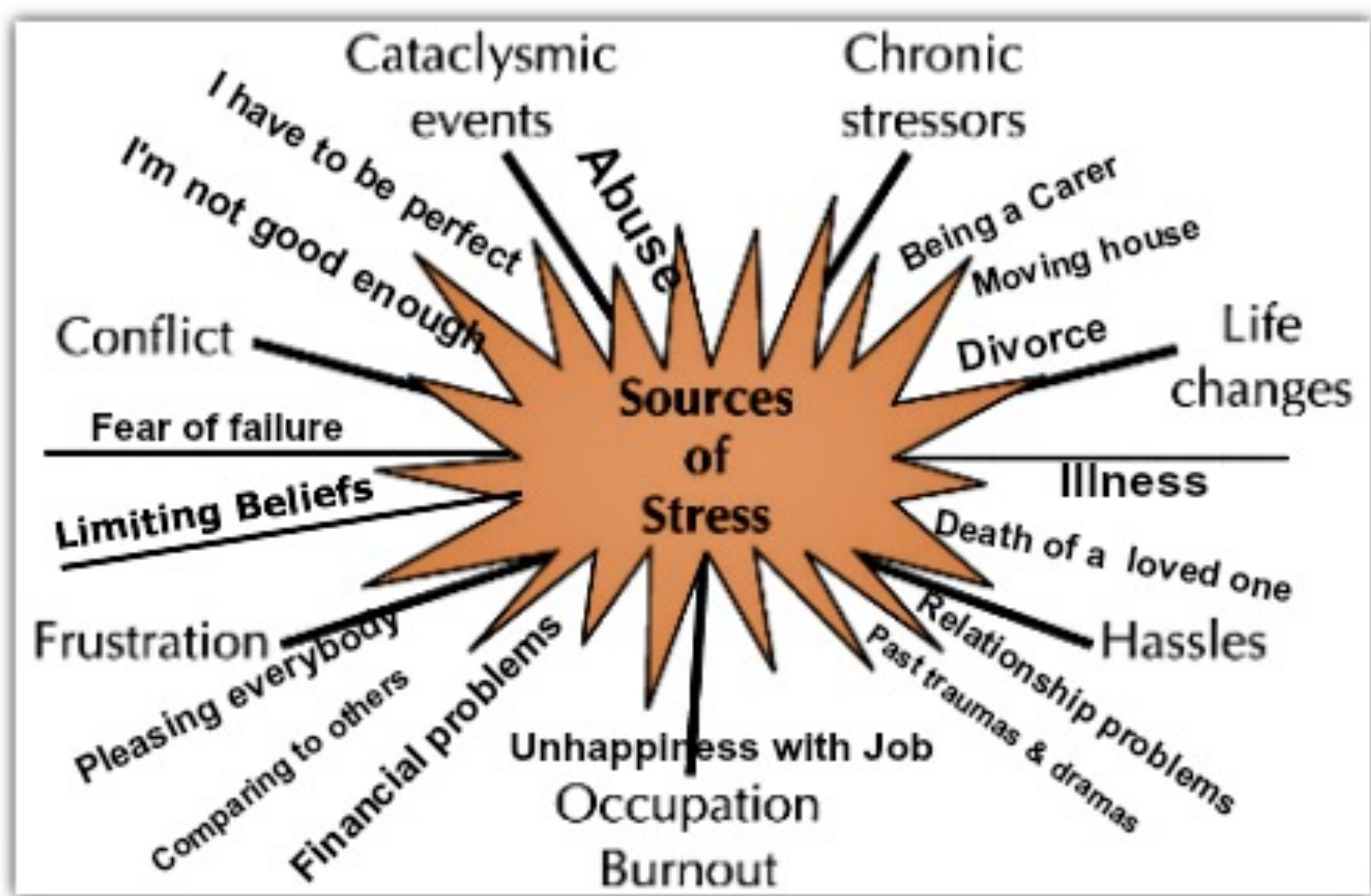
Designing Jobs to Increase Job Satisfaction

- ◆ Job Enrichment
- ◆ Job Rotation
- ◆ Design for Task Identity
 - ◆ Batching
 - ◆ Job Enlargement
- ◆ Design for Feedback and Success
 - ◆ Have clear goals; Explain why they make sense
 - ◆ Use positive rather than negative goals
 - ◆ Avoid Goallessness!
- ◆ Deal with the Issue of Monotony & Boredom
 - ◆ Rest, Rotation, Social Rearrangement



Stress Management at Work





Types of Stress

(Stress is the reaction of individuals to inappropriate amounts of stimulation)

◆ Eustress

- ◆ Stress converted to positive energy
- ◆ Desirable outcome of stress
- ◆ Motivational results
- ◆ Optimal level of arousal

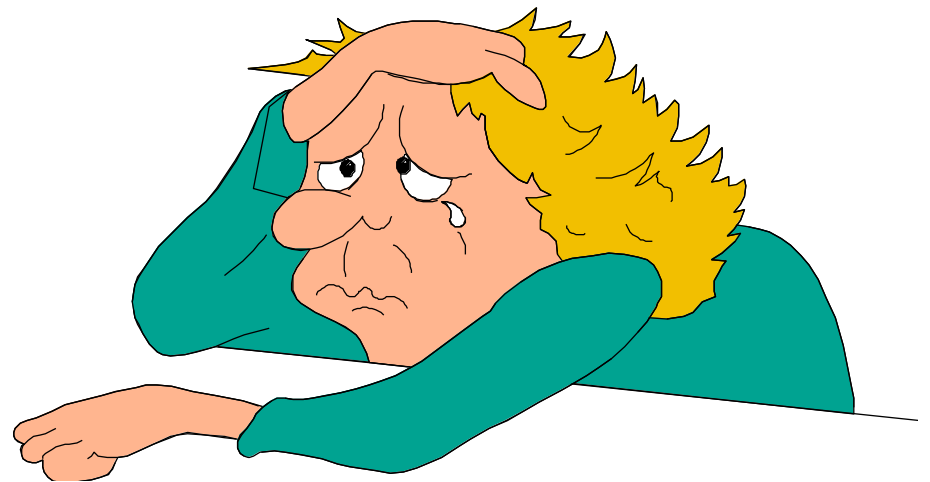
◆ Distress

- ◆ Negative outcome
- ◆ Results in emotional and physical illness



Individual Predisposition to Stress

- ◆ Stress Personalities
 - ◆ Type A vs. Type B
 - ◆ Pessimists vs. Optimists
 - ◆ Neuroticism
 - ◆ “Stress Personality Styles



Type A Behavior Patterns

- ◆ Intense drive; ambition; Need for achievement
- ◆ Time urgent; competitive; need to control
- ◆ Aggressive; hostile
- ◆ Multitasking
- ◆ Talks fast, walks fast, finishes others' sentences
- ◆ More likely to be a heavy smoker or Red Bull User
- ◆ Rarely sees a doctor; never sees a psychiatrist
- ◆ Seldom out sick
- ◆ Values respect, not liking; may be difficult to get along with

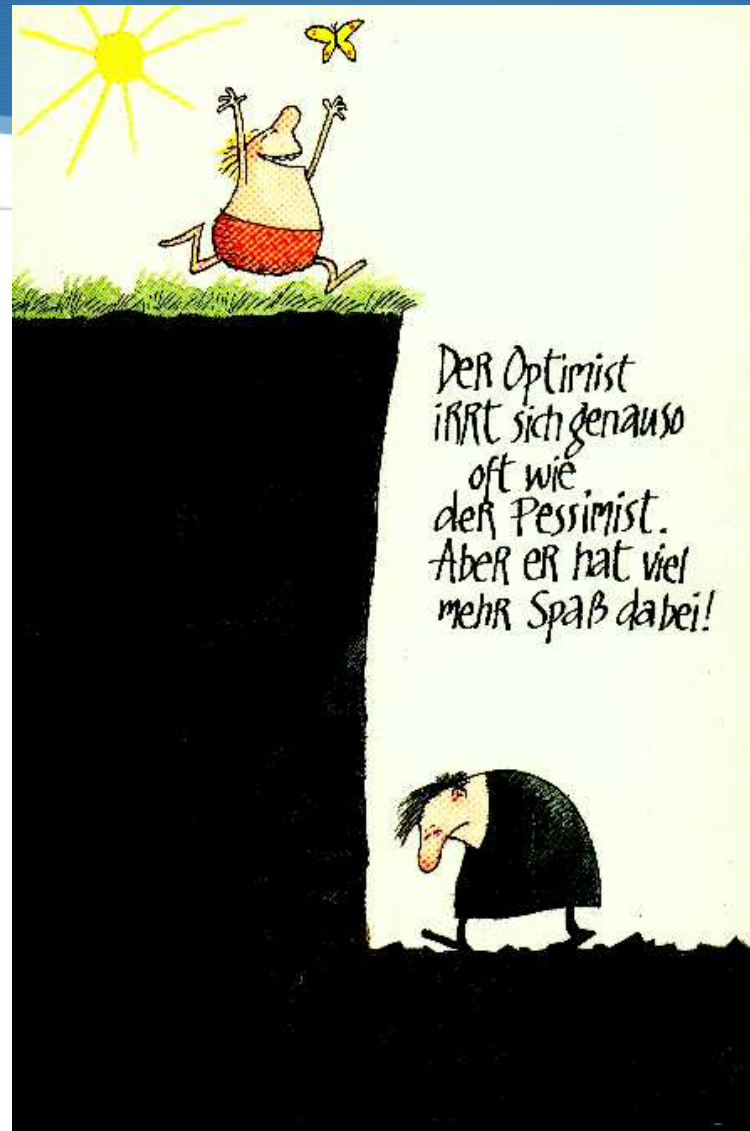


Type A Consequences

- Type A's have significantly more heart attacks (even when weight & smoking are controlled for)
- The amount of hostility seems to be crucial factor in predicting heart attacks
- Type A's are more likely to survive heart attacks than Type B's



Optimists vs. Pessimists

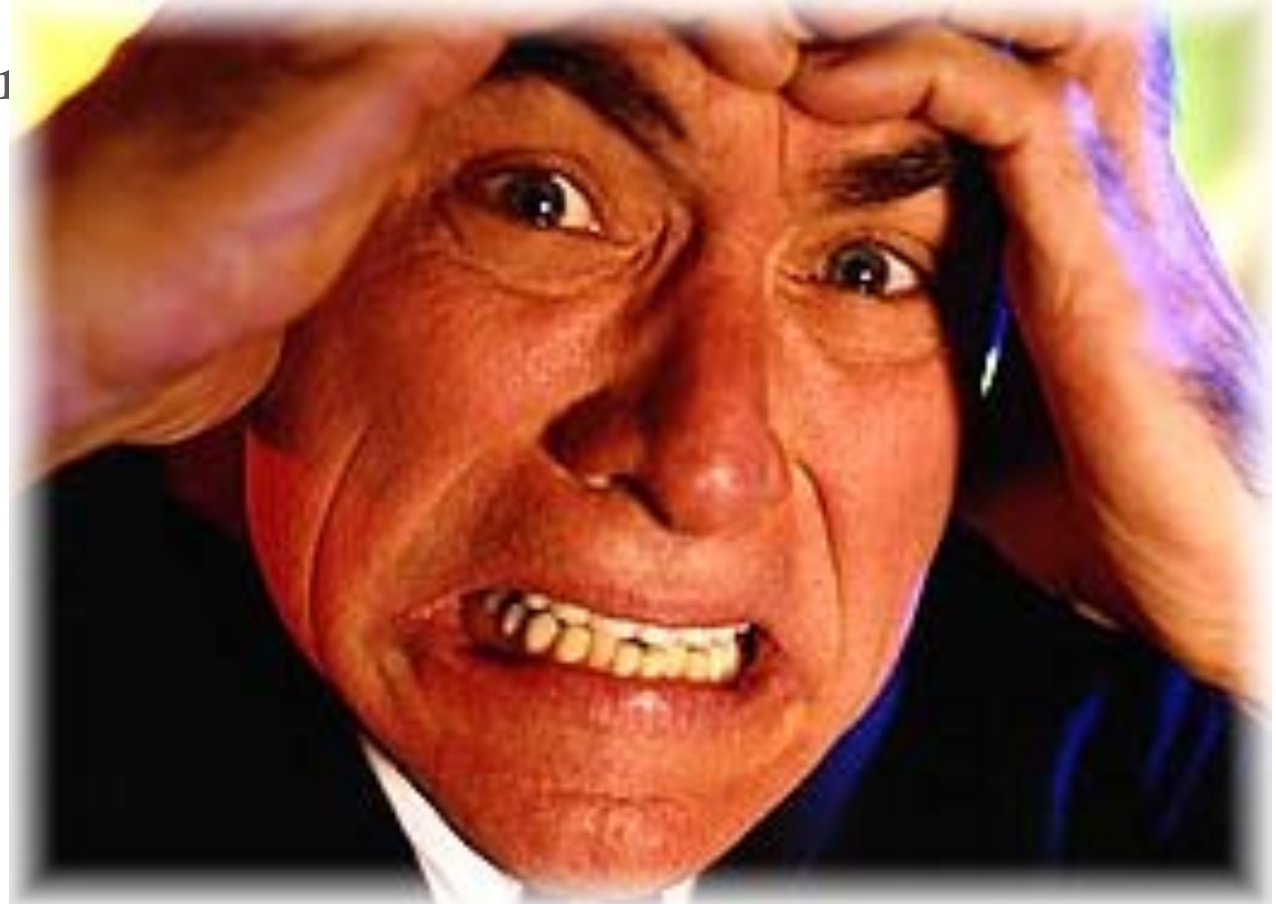


Seven Types of Stress Personalities

- ◆ Pleasers
- ◆ Internal Timekeepers
- ◆ Strivers
- ◆ Inner Con Artists
- ◆ Critical Judges
- ◆ Worriers
- ◆ Sabertooths

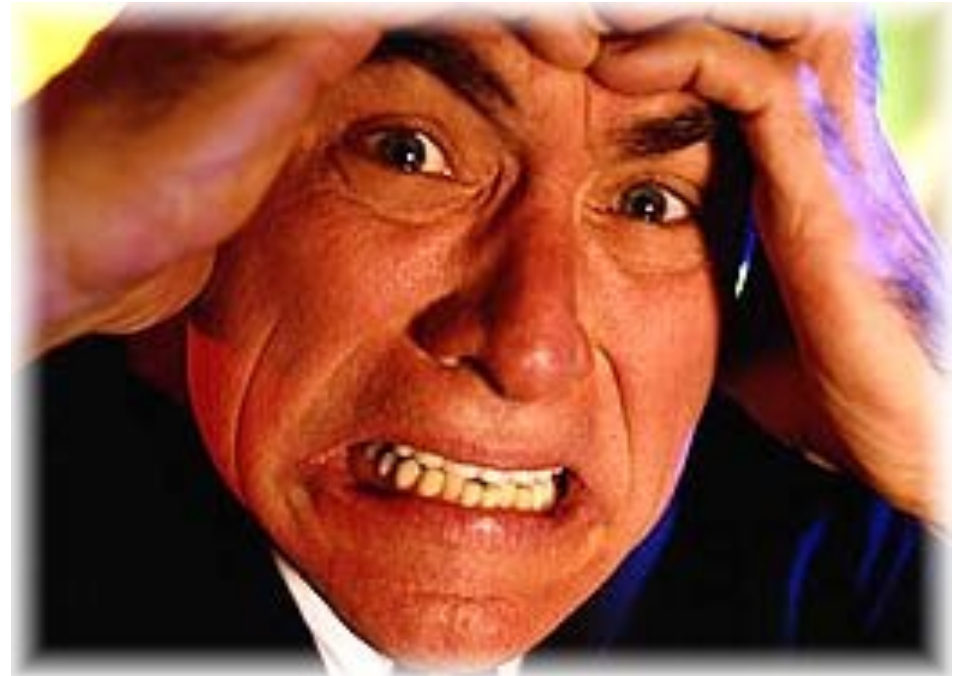
Bodily Reactions to Stress (Selye)

- ◆ General Adaptation
◆ Alarm Stage
- ◆ Resistance
- ◆ Exhaustion



Bodily Reactions to Stress (Selye)

- ◆ Stress has been shown to be a contributor to infectious diseases
- ◆ Stress can be “Chronic” or “Acute”



Sources of Stress at Work

- Stressful Life Events
- Role Conflict
- Role Ambiguity
- Work overload or underload
- Lack of Person-Organization Fit
- Responsibility for people
- Lack of Influence or respect
- Financial worries



Sources of Stress at Work

- ◆ Job Insecurity
- ◆ Mobility
- ◆ Poor interpersonal relationships
- ◆ Performance Evaluation
- ◆ Other people who are “Carriers” of stress
- ◆ Physical stressors in work environment
 - ◆ Temperature, Noise, etc



Environmental Stress

Occurs when the demands of the environment do not mesh with the capacity of individuals to deal with these demands



Environmental Stressors

- ◆ Lighting
- ◆ Noise
- ◆ Temperature
- ◆ Fatigue
- ◆ Sleep Loss (rotating shifts)
- ◆ Dangerous Occupations
- ◆ Repetitive Work



Workplace Hazards as Sources of Stress



Job Safety

THINK

ON THE JOB

– SAFETY –

BEGINS HERE

Job Safety



Causes of Accidents

- ◆ Physical Environment
- ◆ Hours of Work
- ◆ Lighting & Temperature
- ◆ Equipment Design
- ◆ Health/Physical Condition
- ◆ Fatigue
- ◆ Work Experience
- ◆ Personality Characteristics? 400

Accident Prevention



Accident Prevention

- ◆ Improve reporting/analyzing of accidents
- ◆ Well-designed work environments
- ◆ Positive organizational climate
 - ◆ Make it clear company is committed to job safety
- ◆ Train for accident prevention
- ◆ Safety publicity campaigns
- ◆ Deal with alcohol & drug abuse

High Stress Jobs



High Stress Jobs

- ◆ Firefighter
- ◆ Police Officer
- ◆ Miner
- ◆ Secretary
- ◆ Foreman
- ◆ Waiter/Waitress
- ◆ Corporate Executive
- ◆ Real Estate Agent
- ◆ Taxi Driver
- ◆ Inspector (of any sort)
- ◆ Office Manager
- ◆ Air Traffic Controller
- ◆ Surgeon

Low Stress Jobs

- ◆ Engineers (most kinds)
- ◆ Optometrist
- ◆ Technical Writer
- ◆ Craft Worker
- ◆ Stock Handler
- ◆ Heavy Equipment Operator
- ◆ Personnel Worker
- ◆ Web Developer
- ◆ Statistician
- ◆ College Professor?



Consequences of Work-Related Stress

- ◆ Health Problems
- ◆ Alcohol & Drug Abuse
- ◆ Absenteeism & Turnover
- ◆ Burnout, Poor Job Performance
- ◆ Aggression & Sabotage
- ◆ Accidents



Stress-Related Health Problems

- ◆ Karoshi!
- ◆ Heart Disease
- ◆ High Blood pressure
- ◆ High Cholesterol
- ◆ Ulcers
- ◆ Mental health problems
- ◆ Depressed Immune System (Colds, Flu)
- ◆ Head & Body Aches
- ◆ Arthritis



Signs of Burnout

- ◆ Less energy
- ◆ Lower productivity
- ◆ Being late to work
- ◆ Complaining and negativity
- ◆ Decreased concentration
- ◆ Forgetfulness
- ◆ Apathy
- ◆ Dread coming to work
- ◆ Feeling overwhelmed
- ◆ Tension and frustration
- ◆ Feelings of little impact on coworkers or the organization

Managing & Coping with Stress

◆ Individual Strategies

- ◆ Exercise
- ◆ Diet
- ◆ Sleep
- ◆ Smoking/drinking
- ◆ Outside interests
- ◆ Time management
- ◆ Relaxation
- ◆ Recognize warning signs

◆ Organizational Strategies

- ◆ Efficient selection/placement
- ◆ Better skills training
- ◆ Job enrichment/task redesign
- ◆ Counseling programs
- ◆ Build cohesiveness
- ◆ Good communication
- ◆ Smart workspace design
- ◆ Employee participation in decision making

Workplace Violence



Workplace Violence

Statistics

- Homicide reason for 9.7% of workplace fatalities
- 1% of employees annually victims of workplace violence
- Homicide is the leading cause of fatal workplace injuries among women.

Types of Workplace Violence

- Homicides during commission of a crime (71%)
- Homicide of a law enforcement officer (14%)
- Acts of vengeance against employee (15%)
 - Committed by current employee (44%)
 - Former employees (23%)
 - Domestic violence (21%)
 - Other (12%)

Workplace Violence Perpetrators

Male: 20 - 50 years of age
(usually in his 40s)

- ◆ Self-esteem tied to job
- ◆ Feels there is no other way of resolving his mistreatment other than violence
- ◆ Demonstrated a recent pattern of problems at work
- ◆ Has recently tried to get others to take his dilemma seriously by threatening, yelling, etc.
- ◆ *Has begun showing signs of paranoid thinking*
- ◆ Has become isolated and withdrawn
- ◆ Has ready access to guns