

CONTENTS

Preface	ix
About the authors	xvi
Acknowledgements	xvii
1 The discipline of work psychology: An initial orientation	1
Introduction • Basic psychology and work psychology • Analysing qualitative data • The changing world of work • Summary • <i>Relevant websites</i> • <i>Suggested further reading</i>	
2 Individual differences	32
Introduction • Traditional models of cognitive ability • Systems models of intelligence • Trait views of personality • Socio-cognitive approaches to individual differences • Summary • <i>Relevant websites</i> • <i>Suggested further reading</i>	
3 Selection: Analysing jobs, competencies and selection methods	68
Introduction • The design and validation process in selection • Job analysis data • Reliability • Validation processes • Financial utility • Selection methods • The impact of selection procedures on applicants • Summary • <i>Relevant websites</i> • <i>Suggested further reading</i>	
4 Assessing performance at work	111
Introduction • Purposes of performance assessment • Defining work performance • Measuring work performance • Multi-Source Feedback (MSF) • Technology and performance assessment • Improving performance • Incentives • The future of performance assessment • Summary • <i>Relevant websites</i> • <i>Suggested further reading</i>	
5 Attitudes at work	137
Introduction • What is an attitude? • Measuring attitudes • Attitudes and behaviour • Job satisfaction • Organisational commitment • Employee turnover • The psychological contract • Summary • <i>Relevant websites</i> • <i>Suggested further reading</i>	

6	Work motivation	177
	Introduction • Content theories • Context theories • Integrating content and context theories • Process theories • Goal striving • Integrative process theories • Integrative theories • Summary • <i>Discussion points</i> • <i>Relevant websites</i> • <i>Suggested further reading</i>	
7	Training and development	200
	Introduction • How training has changed • The training cycle • Training needs analysis • Training design • Self-regulated learning • Training methods • Training evaluation • Training and development in practice • Summary • <i>Relevant websites</i> • <i>Suggested further reading</i>	
8	Work-related stress and well-being	228
	Introduction • Work-related stress • Models and theories of work-related stress • The consequences and costs of work stress • Psychological well-being (PWB) • Factors linked to employee stress and well-being • Interventions to tackle work stress and promote well-being • The popularity and effectiveness of interventions • Problem-solving approaches to intervention • Summary • <i>Individual and group discussion questions</i> • <i>Relevant websites</i> • <i>Suggested further reading</i>	
9	Groups, teams and teamwork	276
	Introduction • Foundations of group behaviour • Social norms • Roles • Understanding group performance • Group decision-making • Work teams in the wild • Defining real teams • Types of work team • The input-mediator-output model of team effectiveness • Inputs • Mediators • Outputs • Future challenges for teamwork • Summary • <i>Five individual/group discussion points</i> • <i>Relevant websites</i> • <i>Suggested further reading</i>	
10	Leadership	316
	Introduction • Some important questions about leadership • Early leader-focused approaches to leadership • Point of integration • Contingency theories of leadership • Transformational leadership and charisma • The limitations and ethics of transformational leadership • What attributes of leaders really matter? • Gender and leadership • Global leadership • Summary • Outlook: Digital transformation and leadership • <i>Suggested exercises</i> • <i>Suggested assignments</i> • <i>Relevant websites</i> • <i>Suggested further reading</i>	
11	Careers and career management	355
	Introduction • Psychologists and careers • The context of careers • Career forms and the boundaryless career • Career management in organisations • Career choice • Job search • Summary • <i>Discussion points</i> • <i>Relevant websites</i> • <i>Suggested further reading</i>	
12	Understanding organisational change and culture	397
	Introduction • The importance of change management • Changing organisational culture • The planned approach to organisational change • The emergent approach to organisational change • Organisational change: approaches and choices • Summary • <i>Class discussion points</i> • <i>Relevant websites</i> • <i>Suggested further reading</i>	

13 The psychology of dispersed work	431
Core features of dispersed work • Designing for dispersion • Summary	
• <i>Activities/discussion points</i> • <i>Relevant website</i> • <i>Suggested further reading</i>	
Glossary	453
References	471
Index	606