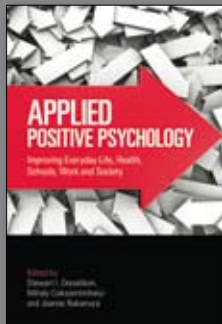
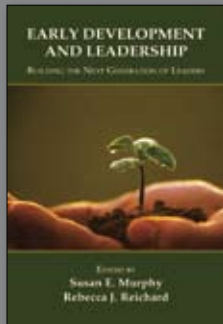
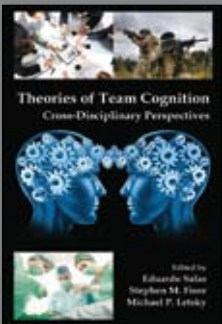
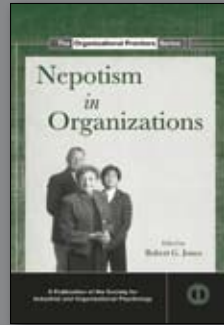
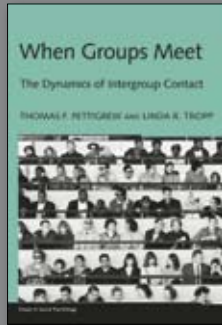
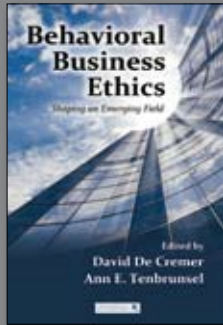
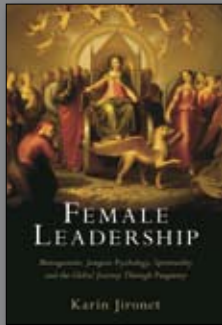
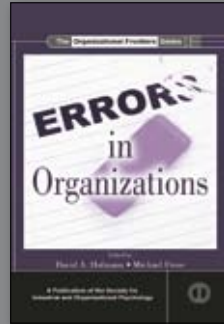
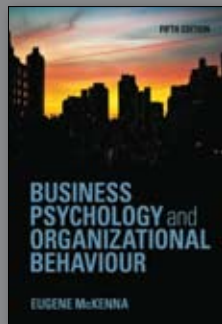
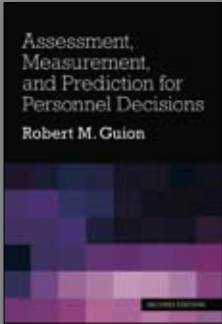


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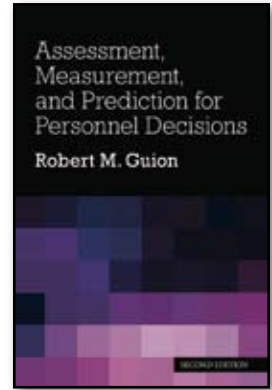
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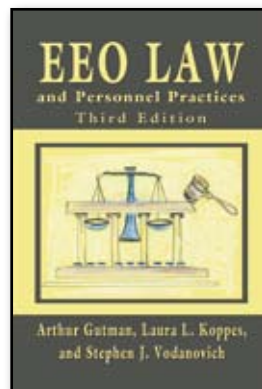
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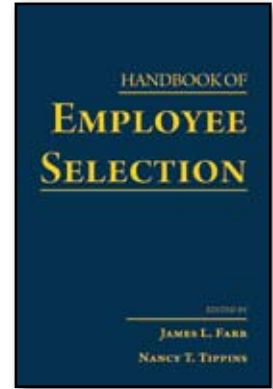
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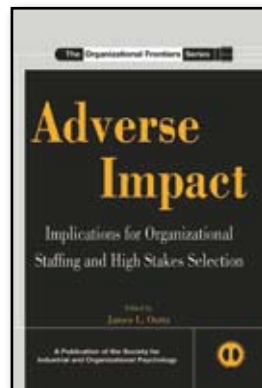
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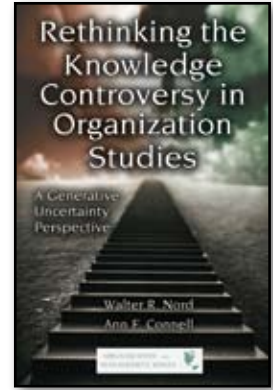
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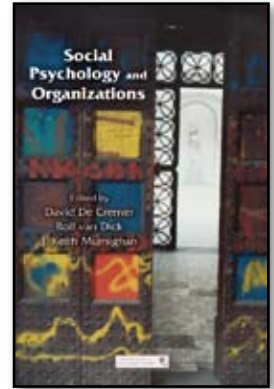
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Social psychology deals with social interactions between individuals and groups. As individuals populate, run, and confuse organizations, analyzing individual behavior and interpersonal interactions is critical for understanding organizational effectiveness and success, as well as individual satisfaction and well-being. The chapters in this volume address the critical topics for current and future organizational life such as prosocial and antisocial behavior, ethics, trust, creativity, diversity, stress, conflict, power and leadership and many more.

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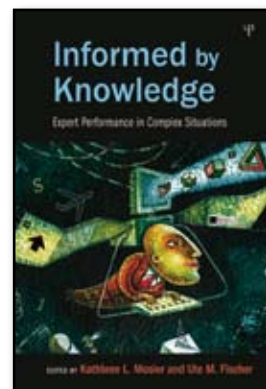
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Georgia Institute of Technology, USA

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The focus of this book is on how experts adapt to complexity, synthesize and interpret information in context, and transform or “fuse” disparate items of information into coherent knowledge. The chapters examine these processes across experts (e.g. global leaders, individuals in extreme environments, managers, police officers, pilots, commanders, doctors, inventors), across contexts (e.g. space and space analogs, corporate organizations, command and control, crisis and crowd management, air traffic control, the operating room, product development), and for both individual and team performance. Successful information integration is a key factor in the success of diverse endeavors, including team attempts to climb Mt. Everest, crowd control in the Middle East, and remote drilling operations.

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THEORIES OF TEAM COGNITION

CROSS-DISCIPLINARY PERSPECTIVES

Eduardo Salas, Stephen M. Fiore, University of Central Florida, USA;
Michael Letsky, Office of Naval Research, Arlington Virginia, USA (Eds.)

APPLIED PSYCHOLOGY SERIES

"Team building, problem solving in teams, and their maintenance and evaluation are an essential part of leadership at higher levels of organizations. This book fits into the need for providing more research and scientific linkages to this applied problem in a wide range of settings." - **Edwin Fleishman, George Mason University, USA**

"The ideas which will be considered new and unique include the dual focus on macro and team cognition from a range of cross-disciplinary perspectives." - **C. Shawn Burke, University of Central Florida, USA**

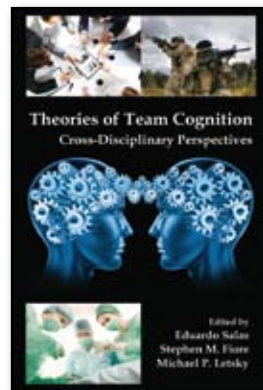
Teamwork, by definition, is achieved when members interact independently and work together toward shared and valued goals. Expert teamwork involves the adaptation of collaboration strategies through coordination, cooperation, and communication as well as a collective understanding of the task. Cognitive psychology has substantially influenced the study of teams. Now much cross-disciplinary attention has focused on determining how cognitive processes contribute to effective team performance. This book gathers a group of well known contributors/scientists in the field of shared cognition, team cognition and the emerging field of macrocognition.

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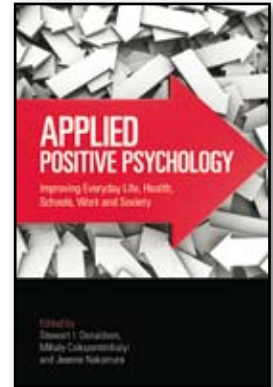
IMPROVING EVERYDAY LIFE, HEALTH, SCHOOLS, WORK, AND SOCIETY

Stewart I. Donaldson, Mihaly Csikszentmihalyi & Jeanne Nakamura
Claremont Graduate University, USA (Eds.)

APPLIED PSYCHOLOGY SERIES

"This volume is a tremendous resource for scholars, practitioners, educators, and just about anyone else who wishes to apply the findings from the science of positive psychology. It uniquely establishes an effective bridge between the intellectual movement for positive psychology and how it works in the real world. This collection of chapters will inspire the reader to creatively find new opportunities to better the human condition, whether these are in our lives, schools, health care settings, workplaces, or society" - **Robert A. Emmons, Editor-in-Chief, The Journal of Positive Psychology**

"This book emphasizes organizational, institutional, and community-level application of positive psychological principles. The editors are well known in their respective fields, and within the positive psychology movement, and they have a strong group of contributing chapter authors. I feel this book can reach an audience that other books focused on positive psychology do not, namely students and researchers in business, community, public policy, organizational studies, and leadership, in addition to the traditional psychology market." - **Jameson K. Hirsch, Clinical Psychology, East Tennessee State University**



Positive psychology has experienced extraordinary growth over the past decade. Emerging research in this area is suggesting new strategies for improving everyday life, healthcare, education systems, organizations and work life, and societies across the globe. This book will be of interest to all applied psychologists, applied researchers, social and organizational psychologists, and anyone interested in applying the science of positive psychology to improvement of the human condition.

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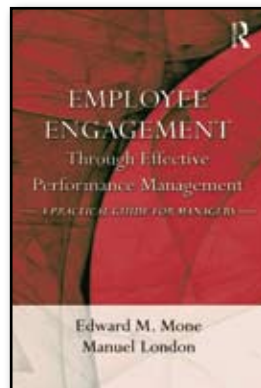
A PRACTICAL GUIDE FOR MANAGERS

Edward M. Mone, Edward Mone Consulting LLC., USA

Manuel London, State College of New York, Stony Brook, USA

"In the past few years it has been almost impossible to avoid the topic of Employee Engagement. Ed Mone and Manny London have finally addressed the issue from the practical point of view of those who make it happen, the managers. Mone and London have delivered a very practical guide written in "how to" style which can be readily translated into action by those on the front lines. This book guides managers through these difficult conversations and how performance management can be used to drive employee engagement. Mone and London seamlessly weave research and practical guidelines into a very comprehensive and useful book for managers, as well as academics and HR professionals." - Walter L. Jackson, PhD, Managing Director, Human Capital Consulting, Braver Group, Boston, USA

"The framework for the performance management process is well integrated and provides a nice applied model for practitioners to use in the field. Authored by a leading psychologist and experienced practitioner, this book recognizes some recent streams of research (engagement, team learning, trust) and is clearly presented as a resource book for practitioners." - William Balzer, Department of Psychology, Bowling Green State University, USA



An engaged employee is someone who feels involved, committed, passionate and empowered and demonstrates those feelings in work behavior. This book explains that a more engaged workforce is really about better performance management. The authors expand the traditional notion of performance management to include building trust, creating conditions of empowerment, managing team learning, and maintaining ongoing straightforward communications about performance, all of which are critical to employee engagement. The "best practices" tools and advice in this book are based on solid research as well as the authors' experience.

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Preface. 1. The Performance Management Process and Employee Engagement. 2. Understanding Performance Appraisal. 3. Building a Climate of Trust. 4. Setting Meaningful and Effective Goals. 5. Meeting the Feedback Challenge. 6. Recognizing Employee Performance. 7. Learning about 360-Degree Feedback. 8. Coaching for Success. 9. Managing Employee and Team Learning and Development. 10. Managing and Preventing Employee Burnout. 11. A Closing Look at Performance Management and Employee Engagement.

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THE JOY OF WORK?

JOBS, HAPPINESS, AND YOU

Peter Warr, University of Sheffield, UK

Guy Clapperton, Freelance business, technology and media journalist, UK

"The Joy of Work? is an excellent resource for both psychologists and the general public ... [It is] easy to read, and it contains a number of easy-to-complete questionnaires that the reader can use to evaluate happiness, job characteristics, and other matters. ... The material should be very informative and helpful for people who are mature and at midcareer or beyond." - Jay C. Thomas and Tamara E. Tasker in *PsycCRITIQUES*

"Warr and Clapperton successfully weave together the many and varied theories and approaches in this area to produce a guide which should be helpful for occupational psychologists, HR professionals and managers within organisations." - Emily Hutchinson, Chartered Occupational Psychologist, Consultant and Senior Lecturer, in *The Psychologist*

Are you happy at work? Or do you just grin and bear it? We spend an average of 25% of our lives at work, so it's important to make the best of it.

The Joy of Work? looks at happiness and unhappiness from a fresh perspective. It draws on up-to-date research from around the world to present the causes and consequences of low job satisfaction and gives helpful suggestions and strategies for how to get more enjoyment from work. The book includes many interesting case studies about individual work situations, and features simple self-completion questionnaires and procedures to help increase your happiness. Practical suggestions cover how to improve a job without moving out of it, advice about changing jobs, as well as how to alter typical styles of thinking which affect your attitudes.

This book is unique. The subject is of major significance to virtually all adults - people in jobs and those who are hoping to get one. It is particularly distinctive in combining two areas that are usually looked at separately - self-help approaches to making yourself happy and issues within organizations that affect well-being.

The Joy of Work? has been written in a relaxed and readable style by an exceptional combination of authors: a highly-acclaimed professor of psychology and a widely published business journalist. Bringing together research from business and psychology - including positive psychology - this practical book will make a big difference to your happiness at work - and therefore to your whole life.

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1. Work and Happiness: An Unlikely Mix? 2. Why Work? 3. Feeling Good and Feeling Bad. 4. The Needed Nine Features. 5. What's in a Job? 1: Seeking a Happy Medium. 6. What's in a Job? 2: When Enough is Enough. 7. It's in Your Genes as Well as Your Job. 8. Come to Think About It ... Happiness is Relative. 9. Actions as Well as Words. 10. Worth a Try?

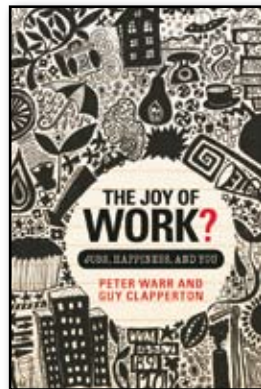
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WORK ENGAGEMENT

A HANDBOOK OF ESSENTIAL THEORY AND RESEARCH

Arnold B. Bakker, Erasmus University Rotterdam, the Netherlands
Michael P. Leiter, Acadia University, Canada (Eds.)

"This volume is outstanding and absolutely innovative. The recent evolution in the field calls for the publication of a thorough and complete overview, as offered in this volume. This book has the potential to become a landmark text in this new and increasingly important field." - **Hans De Witte**, Research Group Work, Organisational and Personnel Psychology, Department of Psychology, K.U. Leuven, Belgium

This book provides the most thorough view available on this new and intriguing dimension of workplace psychology, which is the basis of fulfilling, productive work.

The book begins by defining work engagement, which has been described as 'an opposite to burnout,' following its development into a more complex concept with far reaching implications for work-life. The chapters discuss the sources of work engagement, emphasizing the importance of leadership, organizational structures, and human resource management as factors that may operate to either enhance or inhibit employee's experience of work. The book considers the implications of work engagement for both the individual employee and the organization as a whole. To address readers' practical questions, the book provides in-depth coverage of interventions that can enhance employees' work engagement and improve management techniques.

Based upon the most up-to-date research by the foremost experts in the world, this volume brings together the best knowledge available on work engagement, and will be of great use to academic researchers, upper level students of work and organizational psychology as well as management consultants.

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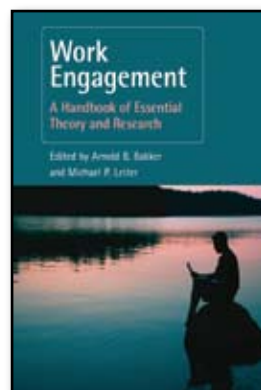
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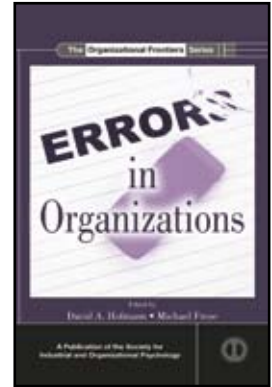
ERRORS IN ORGANIZATIONS

David A. Hofmann, University of North Carolina, USA

Michael Frese, University of Lueneburg and National University of Singapore
(Eds.)

SIOP ORGANIZATIONAL FRONTIERS SERIES

"One of the most significant facts about errors is that the same kinds keep occurring in similar situations involving a wide range of different individuals. These recurrent 'error traps' make it clear that the origins of unsafe actions go well beyond the individual and encompass the workplace, the team dynamics and the organization as a whole—particularly its safety culture. This understanding has led to an increasing concern with the broader systemic issues. This collection is the latest and best of these systemic treatments, covering as it does the gamut of error research over the last 40 years. Hofmann and Frese have brought together within a single volume a glittering assembly of top-rank contributors. Their chapters provide fresh insights as well as providing a coherent account of these diverse contexts. This book will be essential reading for all error researchers of whatever disciplinary persuasion for many years to come." - **James Reason**, University of Manchester, UK



"Hofmann and Frese provide extensive support for the fact that the goal of the elimination of all errors in organizations is neither possible nor desirable. Their edited book, with internationally acclaimed chapter authors, convincingly demonstrates the superiority of focusing on error management rather than error prevention for individuals, teams, and organizations in settings varying from IT software development to top management teams. This book is indispensable for anyone interested in understanding performance errors and harnessing them for attaining effective performance through training and the design of tasks, teams, organizations, or any other system." - **Daniel R. Ilgen**, Michigan State University, USA

Despite the importance and prevalence of errors in organizations, there has been no attempt within the field of Industrial and Organizational psychology to create a single source that summarizes what we know regarding errors in organizations and provides a focused effort toward identifying future directions of research. This volume answers that need and provides contributions by researchers who have conducted a considerable amount of research on error occurring in the work context. Students, academics and practitioners in a wide range of disciplines, i.e., industrial organizational psychology, medicine, aviation, human factors and systems engineering, will find this book of interest.

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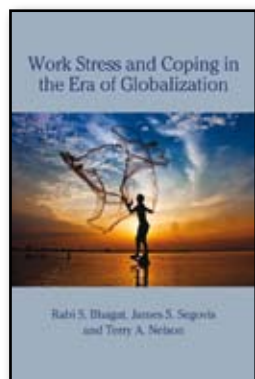
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Rabi S. Bhagat, University of Memphis, USA; **James Segovis**, Bryant University, Rhode Island, USA; **Terry Nelson**, University Memphis, USA



"Bhagat, Segovis and Nelson produce a powerful merger of concepts at the crossroads. The dominating presence of the international, where Bhagat is a master scholar, in our world today, with its manifestation in globalization, meets work stress and coping in this important book. From Bob Kahn's seminal work in organizational stress, we now know that stress is the kiss of death... and the spice of life! Whether East or West, coping well with work stress makes the difference and can save your life. So, read this book by the stress masters... then ask for assistance when you reach the limit." - **James Campbell Quick, John and Judy Goolsby Distinguished Professor, The University of Texas at Arlington, USA**

"Stress causes millions to suffer across the globe, but much of what we know about this invisible destroyer is based on Western research. For a complete understanding of stress, it is paramount that we gain insight into how culture shapes the dynamics involved. This book fills this important gap by providing a thorough, penetrating analysis from a multicultural perspective. It is a must-read for those who are interested in stress and in how globalization affects life in different corners of the world." - **Kwok Leung, Chair Professor of Management, City University of Hong Kong**

This book examines the phenomena of how individuals experience work stress and deal with stress in both developed and developing countries in the world. Rabi Bhagat, known for his cross-cultural scholarship in this area, and his co authors, help us recognize the causes and consequences of work stress. They present a systematic, comprehensive review of this topic with plenty of practical insights and case studies examining work stress in the era of globalization. Researchers, practitioners and students in the field of industrial organizational psychology, organizational behavior, and human resources management will find this book of interest.

CONTENTS

Foreword by Cary Cooper. 1. An Introduction to Globalization: Organizational and Human Consequences. 2. Organizational and Human Consequences: A Detailed Examination. 3. Work Stress and Coping in the Western Perspective. 4. Management of Work Stress: An Appraisal. 5. Work Stress and Coping: Non-Western Perspectives. 6. Multicultural Perspectives on Work Stress. 7. Employee Assistance Programs: An International Perspective. 8. Methodological Issues for Research on Work Stress and Coping. 9. Concluding Thoughts and Future Directions.

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OVERCOMING YOUR WORKPLACE STRESS

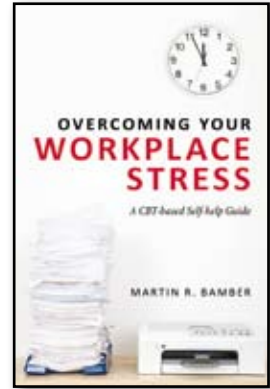
A CBT-BASED SELF-HELP GUIDE

Martin R. Bamber, Selby and York NHS Primary Care Trust, UK

'This book is not just another book identifying the problems of workplace stress but an outstanding self-help guide that is based on cognitive behavioural therapy. It is focussed on the individual, and what you can do to help yourself cope with the stress-related issues in your job... a must read for the many out there who are finding they just can't cope!'

- **Professor Cary L. Cooper, CBE, Distinguished Professor of Organizational Psychology and Health at Lancaster University and Chair of the Academy of Social Sciences, UK**

Occupational stress affects millions of people every year and not only is costly to the individual – in terms of their mental and physical health – but also results in major costs for organizations due to workplace absence and loss of productivity. This cognitive behavior therapy (CBT) based self-help guide will equip the user with the necessary tools and techniques to manage work related stress more effectively.



Divided into three parts, this book will help you to:

- Understand occupational stress
- Learn about a range of methods to reduce stress levels
- Develop your own self-help plan.

Overcoming Your Workplace Stress is written in a straightforward, easy-to-follow style, allowing the reader to develop the necessary skills to become their own therapist.

CONTENTS

Part 1. Understanding Occupational Stress. Occupational Stress and its Consequences. Identifying the Causes of your Occupational Stress. **Part 2. Interventions for Occupational Stress.** Primary Level Interventions Aimed at Improving your Work Environment. Living a Healthy Lifestyle. Developing Effective Time Management Skills. Developing Assertiveness Skills. Developing Effective Interpersonal Skills. Developing Relaxation Skills. Changing the Way you Relate to your Work. Overcoming Stress Syndromes. **Part 3. Pulling it all Together.** Developing a Self-help Plan. Summary and Conclusions.

June 2011: 5½x8½: 256pp

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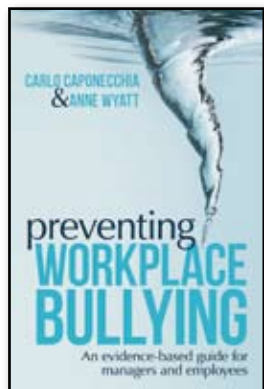
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PREVENTING WORKPLACE BULLYING

AN EVIDENCE-BASED GUIDE FOR MANAGERS AND EMPLOYEES

Carlo Caponecchia, Consultant, Australia

Anne Wyatt, University of New South Wales, Australia



"Workplace bullying is tough for everyone. Preventing Workplace Bullying helps managers and consultants clarify what is and isn't bullying, and gives excellent guidance on how to deal with it."

- **Charlotte Rayner, Professor of Human Resource Management, Portsmouth Business School, UK**

Workplace bullying is more common and costly than most people realize. It can make life unbearable for employees in any industry, and ultimately undermine an organization's potential for profit. In this practical guide, Carlo Caponecchia and Anne Wyatt explain how to identify workplace bullying and apply best practice to preventing and managing it.

Caponecchia and Wyatt outline what constitutes bullying at work, demystify some of the controversial issues, and discuss the various factors which influence workplace bullying. The responsibilities of management and legal implications are outlined and supported with best practice guides for policies, complaints procedures and risk management systems. Options and resources for targets experiencing bullying are also explored. These ideas and concepts are illustrated throughout with real case studies.

This evidence-based book on workplace bullying is a valuable resource for organizations of all sizes and for anyone affected by bullying at work including employees, human resource managers, workplace consultants, counselors, mediators and legal advisors.

CONTENTS

Part 1. What is Workplace Bullying? What is Not Workplace Bullying? How Common is Bullying, and What Does it Cost? Case Study: Evan. 1. Who is Involved and Why Does it Happen? **Part 2. Rights and Responsibilities.** Case Study: Evan. 2. The Legal Context. **Part 3. Taking Action.** Case Study: Evan. 3. What Can the Organisation Do: Planning and Implementing Controls. What Can the Organisation Do: Designing and Implementing Complaints Procedures. Case Study: Evan. 4. Taking Action: The Target's Perspective. **Part 4. Moving Beyond Workplace Bullying.** Case Study: Evan. 5. Moving Beyond Workplace Bullying. Resources. Appendices.

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MANAGING TRAUMA IN THE WORKPLACE

SUPPORTING WORKERS AND ORGANISATIONS

Noreen Tehrani, Employee Support Training and Development, Twickenham, UK (Ed.)

"Having operated for many years in both the counter terrorism and organized crime arenas I felt I had an understanding of mans capacity to inflict pain on others. During the last number of years however I have witnessed the impact on staff of dealing face to face with the horrors of child abuse. Noreen Tehrani's work should be compulsory reading for anyone responsible for the health and well being of staff who routinely confront violence, trauma and child abuse. If you are responsible for people operating in this environment you will be better at your job after reading this work." - **Jim Gamble, Chief Executive, Child Exploitation and Online Protection Centre, UK**

Managing Trauma in the Workplace looks at the impact of trauma not only from the perspective of the employees but also from that of their organizations. In addition to describing the negative outcomes from traumatic exposure it offers solutions which will not only build a more resilient workforce but also lead to individual and organizational growth and development.

This book has contributions from international experts working in a variety of professions including teaching, the military, social work and human resources. It is split into four parts which explore:

- The nature of organizational trauma
- Traumatized organization and business continuity
- Organizational interventions
- Building resilience and growth.

Managing Trauma in the Workplace is essential reading for anyone with responsibility to help and support workers involved in distressing and traumatic incidents as a victim, supporter or investigator.

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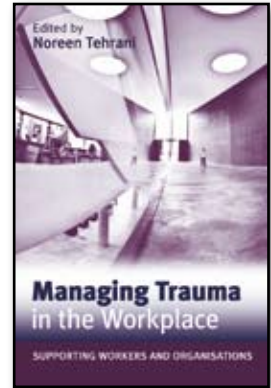
Part 1. The Nature of Organisational Trauma. *Richardson*, Children and Families' Social Work and Secondary Trauma. *Tehrani, Piper*, Traumatic Stress in the Police Service. *Busuttill*, Mental Health Problems in British Veterans. *Tehrani*, Compassion Fatigue and Human Resource Professionals. *Vogt, Leonhardt*, Critical Incident Stress and the Prevention of Psychological Trauma in Air Traffic Controllers. *Lowe*, The Impact of Disasters on Schools and the School Community. *Tehrani*, The Incidence of Secondary Traumatic Stress in Workers Dealing with Traumatizing Materials, Victims and Perpetrators. **Part 2. Traumatized Organisations and Business Continuity.** *Alexander, Klein*, The Impact of Trauma Within Organisations. *Bloom*, Trauma-organised Systems and Parallel Process. *Vaughan*, The Influence of Organisational Culture in Dealing with Workplace Conflict: An Ethical and Cultural Perspective. *Graham, Chadwick*, Risk, Business Continuity and the Part People Play. **Part 3. Organisational Interventions.** *Tehrani, Rainbird, Dunne*, Supporting the Police Following the 7/7 London Terrorist Bombs: An Organisational Approach. *Handa, Krantz, Delaney, Litz*, Models of Crisis Management. *Tehrani*, Supporting Employees at Risk of Developing Secondary Trauma and Burnout. **Part 4. Building Resilience and Growth.** *Bloom*, Sanctuary: An Operating System for Living Organisations. *Tehrani*, A Building Resilience Toolbox. *Murphy, Durkin, Joseph*, Growth in Relationship: A Post-Medicalised Vision for Positive Transformation Following Trauma. *McNab*, One Disaster After Another: Building Resilience in the Trauma Therapist and the Role of the Supervisor. *Tehrani*, Building Resilient Organisations in a Complex World.

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TACKLING DEPRESSION AT WORK

A PRACTICAL GUIDE FOR EMPLOYEES AND MANAGERS

Kerrie Eyers and **Gordon Parker**, Black Dog Institute, Sydney, Australia

"A practical and positive guide for both employees and their employers." - Gerry Harvey, Chairman, Harvey Norman Holdings Ltd, Australia

"Depression in the workplace needs to be better understood, spoken about and dealt with. This book offers refreshing insights for everyone involved." - Sharan Burrow, former president, ACTU, and General Secretary of the International Trade Union Confederation, Australia

If you have depression, do you persevere or do you risk telling your manager? If you are a manager, what can you do to support the employee and ensure the job is done?

Figures suggest that more than ten per cent of people in the workforce struggle with depression. Both employees and their managers are looking for the same outcome: recovery and return to best functioning. *Tackling Depression at Work* explains the key issues that arise and offers proven strategies that employees and managers can use. Topics of discussion include:

- The importance of education about depression and bipolar disorder
- How to support an employee without crossing boundaries
- The destigmatisation of mood disorders
- The sensitive issues of disclosure and privacy.

With insightful advice from workers who have learned to manage their disorder on the job, this book offers invaluable support for any worker with depression. It is also an essential resource for all line managers, human resource managers and mental health professionals.

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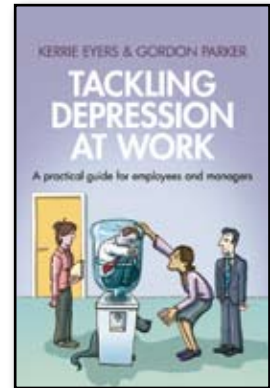
Introduction: Some Rules of the Game Résumé: To Whom it may Concern. Sizing Things UP: The Prevalence of Workplace Disability. Reading the Game: Well-pitched Intervention and Support. When Someone is 'Off Their Game': Signals that Indicate a Problem. Early Intervention Scores Goals: Managerial Strategies. Managing Time-Out: Mental Illness and its Knock-on Effects. Support: From the Team and from the Sidelines. Individual Fitness: Assisting Recovery from Impairment. Carrying Injury Into the Game: To Disclose or Not to Disclose. Agreeing on the Goals: Aligning Worker and Workplace Expectations. Improving the Odds: Matching Personal Skills to the Workplace. Work is a Contact Sport: Contracts that Encourage Fair Play. Stories From the Change Room: People tell about Managing their Mood Disorder. Appendix 1: Measure of Workplace Wellbeing and Happiness.

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Symptoms, Causes and Remedies

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EARLY DEVELOPMENT AND LEADERSHIP

BUILDING THE NEXT GENERATION OF LEADERS

Susan Elaine Murphy, James Madison University, USA
Rebecca Reichard, Claremont Graduate University, USA (Eds.)

APPLIED PSYCHOLOGY SERIES

"This is an absolutely superb collection of beautifully written articles that belongs on the shelf of every leader and leadership scholar! Every parent who cares about raising a child to lead effectively should also read it from cover to cover." - **Jean Lipman-Blumen**, Claremont Graduate University, Author, *Connective Leadership* and *The Allure of Toxic Leaders*, USA

"One of the interesting aspects of this edited volume is that it cuts across the developmental lifespan from early childhood through adolescence and into early adulthood. This will fill a valuable niche in better understanding leadership development from an entire developmental lifespan perspective." - **David Day**, University of Western Australia

Today more than ever, there is a need for leadership. We spend billions in our organizations attempting to develop leaders to provide compelling visions, manage their people effectively, and steer the organizations to profitability. Few books pull together the thinking and research that spans the development of leadership from birth through college. By focusing on leadership behaviors of very young children and adolescents, we can learn how to expand the potential of each and every person, during a time when skills and perspectives are easily learned.

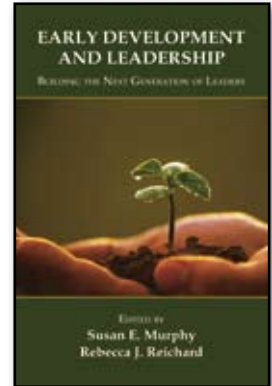
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J.N. Cleveland, **Series Foreword**. *E. Van Velsor*, **Foreword**. *S.E. Murphy, R.J. Reichard*, **Preface**: An Introduction to Early Development and Leadership. **Part I: The Earliest Influences on Leadership Development**. *S.E. Murphy*, Providing a Foundation for Leadership Development. *S. Recchia*, Preschool Leaders in the Early Childhood Classroom. *R. Arvey, S. Chaturvedi*, Examining the Genetic Basis of Leadership. *A. Gottfried, A. Gottfried*, Paths from Gifted Motivation to Leadership. **Part II: Developing Leadership Skills and Leader Identity**. *P. Chelladurai*, Participation in Sport and Leadership Development. *M. Popper*, The Development of "Leaders in Everyday Life": An Attachment Perspective. *D.A. Mack, M. Macik-Frey, J. Campbell Quick, D.A. Gray, P. Shinoda, C.L. Cooper, N. Keller*, Early Interdependent Attachments and Ethical Leadership: The Power of a Secure Base. *N.J. Adler*, I Am My Mother's Daughter: Early Developmental Influences on Leadership. *B. Avolio, G. Volgelgesang*, Beginnings Matter in Genuine Leadership Development. *C. Hoyt, S. Johnson*, Gender and Leadership Development: The Case of Female Leaders. *R.G. Lord, R. Hall, S.M. Halpin*, Leadership Skill Development and Divergence: A Model for the Early Effects of Gender and Race on Leadership Development Identity and Leadership Development. **Part III: The Final Preparation: College Leadership and Beyond**. *H. Gardner*, Positioning Future Leaders on the Good Work Track. *S. Komives*, College Student Leadership Identity Development. *R. Sternberg*, The Purpose of College Education: Producing a New Generation of Positive Leaders. *R.J. Reichard, S.J. Paik*, Developing the Next Generation of Leaders; Research, Policy, and Practice.

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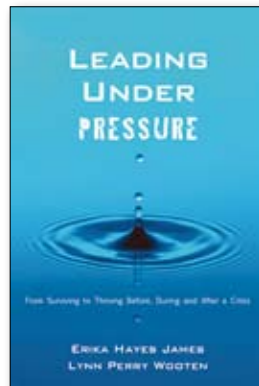
FROM SURVIVING TO THRIVING BEFORE, DURING AND AFTER A CRISIS

Erika Hayes James, University of Virginia, USA

Lynn Perry Wooten, University of Michigan, USA

"The book is easy to read, even for audiences not familiar with leadership or crisis response/management. ... There are many useful lessons in the book." - **Martha E. Banks** in *PsycCRITIQUES*

"This helpful book highlights the simple but important fact that in a time of crisis, effective leadership makes a huge difference for an organization under stress. The authors, James and Wooten, convincingly illustrate what great leadership looks like in difficult times and clearly demonstrate the compounding negative effect of poor leadership. The book is anchored by a solid theoretical framework, yet provides a way forward for practicing managers, and actually provides clarity on how crises can be used to a company's advantage. It is a great primer for all those interested in the practice of leadership." - **Paul McKinnon**, Head of Global Human Resources, Citigroup, Inc.



To say that the global workforce is under pressure may be an understatement. At a macro level, there is the pressure of worldwide competition and the need to operate across the globe. At a more micro level, there is the pressure of individuals or departments to produce more with increasingly fewer resources. Pressure is at once the precipitator and the consequence of crisis. It is ubiquitous and it is increasingly defining how we function at work. Leaders who can flourish under pressure will be the ones to guide us through these and future turbulent times.

Each of the chapters, as appropriate, offer two additional resources intended to guide those that lead organizations, big or small, public or private. Leadership Links are references to web-based sources of information from both academic and practitioner communities. Leadership Links are intended for those readers who would like additional information about the specific topic in the chapter. The Leader's Hot Seat poses a set of questions that managers should consider and corresponding answers. These are intended to encourage application of the ideas from the chapter to one's own situation. Finally, several of the chapters include a section called From Theory to Practice that serves to connect theoretical-based research with practical implications.

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Preface. **Part 1. The Modern Face of Leadership under Pressure.** 1. Introduction: Why Crisis Leadership Matters. 2. A Primer on Crises and Crisis Management. **Part 2. Becoming a Crisis Leader - Individual Capabilities.** 3. Critical Leadership Competencies Before, During, and After a Crisis. 4. Decision Making for the Crisis Leader. 5. Leading a Crisis Team. **Part 3. Organizational Capabilities.** 6. Organizational Trust Amidst Crisis. 7. Organizational Learning amid Crisis. 8. Crises and the Global Environment. **Part 4. From Surviving to Thriving Under Pressure.** 9. Crises as Sources of Opportunity and Change. References.

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THE NEW PSYCHOLOGY OF LEADERSHIP

IDENTITY, INFLUENCE AND POWER

S. Alexander Haslam, University of Exeter, UK;
Stephen D. Reicher, University of St Andrews, UK;
Michael J. Platow, The Australian National University, Australia

"The New Psychology of Leadership brings a scientific approach to an important subject that has been without it for too long." - **Michael Bond** in *Nature*

"As Haslam, Reicher and Platow set it out, a simple but profound theory underlies their New Psychology of Leadership. And that theory seems so very right that it may come as a surprise that this is not already the concept of leadership everywhere. This captures the true structure of what leadership is all about. Accordingly, on almost every page of the text there is a new subtlety about what leadership means and about how it works. It takes a subject older than Plato and as current as Barack Obama in a new and correct way." - **From the Foreword by George A. Akerlof**, Nobel Laureate in Economics, University of California, Berkeley USA

Akerlof, Nobel Laureate in Economics, University of California, Berkeley USA

According to John Adair, the most important word in the leader's vocabulary is "we" and the least important word is "I". But if this is true, it raises one important question: Why do psychological analyses of leadership always focus on the leader as an individual — as the great "I"?

One answer is that theorists and practitioners have never properly understood the psychology of "we-ness". This book fills this gap by presenting a new psychology of leadership that is the result of two decades of research inspired by social identity and self-categorization theories. The book argues that to succeed, leaders need to create, champion, and embed a group identity in order to cultivate an understanding of 'us' of which they themselves are representative. It also shows how, by doing this, they can make a material difference to the groups, organizations, and societies that they lead.

Written in an accessible and engaging style, the book examines a range of central theoretical and practical issues, including the nature of group identity, the basis of authority and legitimacy, the dynamics of justice and fairness, the determinants of followership and charisma, and the practice and politics of leadership.

The book will appeal to academics, practitioners and students in social and organizational psychology, sociology, political science and anyone interested in leadership, influence and power.

CONTENTS

Foreword by George A. Akerlof: The Social Identity Approach to Leadership and Why It Matters. 1. The Old Psychology of Leadership: Great Men and the Cult of Personality. 2. The Current Psychology of Leadership: Issues of Context and Contingency, Transaction and Transformation. 3. Foundations for The New Psychology of Leadership: Social Identity and Self-Categorization. 4. Being One of Us: Leaders as In-group Prototypes. 5. Doing It for Us: Leaders as In-group Champions. 6. Crafting a Sense of Us: Leaders as Entrepreneurs of Identity. 7. Making Us Matter: Leaders as Embedders of Identity. 8. Identity Leadership at Large: Prejudice, Practice, and Politics.

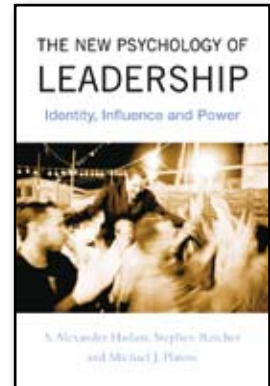
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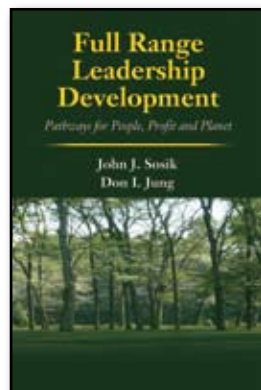
PATHWAYS FOR PEOPLE, PROFIT AND PLANET

John J. Sosik, The Pennsylvania State University, University Park, USA
Dongil (Don) Jung, San Diego State University, California, USA

"This book contains an evidenced-based model of leadership. It covers a very broad range of leadership styles, with many, many applications of the Full Range Leadership model that will help any reader come to understand what it means to lead across the full range of leadership behaviors, actions and potential." - **Bruce J. Avolio/Marion B.**

Ingersoll Professor of Management and Executive Director of the Leadership Center, University of Washington

It has been more than 20 years since Bernie Bass presented an integrated overview of full range leadership development. This has been the standard for providing leadership training around the world in business, military, religious and educational contexts. Penn State University's master of leadership development program is directed by John J. Sosik and uses these transactional–transformational leadership paradigms as their foundation for their courses. This book can be used as a main textbook for this course and supplement any IO course in the area of leadership development.



Full range leadership development strives to grow transformational leadership in organizations at all levels, including followers, thereby generating numerous positive outcomes at all levels. Organizations that support and develop transformational leadership across organizational levels are more productive and profitable, attract and retain high quality associates, promote creativity and innovation, garner trust and commitment from employees, and are strategically positioned to respond well to changes in the market.

This book will present the different theories of leadership and concentrate on the process model of FULL RANGE LEADERSHIP that explains the concepts and procedures by which leaders affect their followers (individual leadership), teams (leader to team), and organizations (leader to larger systems). This book can be used by practitioners or students, as the author will provide practical action steps for how to best develop and display behaviors in the Full Range Leadership Development model.

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1. Introducing a Full Range of Leadership Development. 2. The Full Range Leadership Development System. 3. Idealized Influence Behaviors and Attributes: The Humane Side of Transformational Leadership. 4. Inspirational Motivation: The Emotional Side of Transformational Leadership. 5. Intellectual Stimulation: The Rational Side of Transformational Leadership. 6. Individualized Consideration: The Nurturing Side of Transformational Leadership. 7. Contingent Reward and Management-By-Exception Active: The Two Faces of Transactional Leadership. 8. Management-by-Exception Passive and Laissez-Faire: Inactive Forms of Leadership. 9. Sharing Full Range Leadership within Teams. 10. Full Range Leadership Development for Strategic, Social and Environmental Leadership Initiatives. Appendix: Master of Leadership Development Program.

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- Motivation
- Focus

As well as offering practical strategies to help the reader achieve their optimal mind set, it also explains how to coach others to perform to their potential. Throughout, the book is underpinned by theoretical frameworks, literature and research findings and will be invaluable to anyone trying to reach their full potential, in particular athletes, coaches, managers and executives. It may also be of interest to sports psychology, management and business students.

**CONTENTS**

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THE ROUTLEDGE COMPANION TO INTERNATIONAL BUSINESS COACHING

Michel Moral, University of Paris VIII, France

Geoffrey Abbott, Institute of Executive Coaching, Australia (Eds.)

An effective coach can help the business leader make sense of the challenges and complexities of modern international business, unlocking the potential of both leader and organization. This important handbook offers the first comprehensive and detailed introduction to the theory and practice of international business coaching, drawing on the very latest academic research, as well as real-world examples of international best practice.

This book provides practitioners and students with an innovative theoretical framework, which extends existing coaching models to place coaching within cultural, organizational and group-team contexts. Contributors from around the world explore different perspectives and practices and offer practical tools to apply the theories and models to the real-life business context.

The Routledge Companion to International Business Coaching is essential reading for all trainee business coaches, all students of coaching theory and method, and for all business leaders looking to understand better the role of the modern business coach.

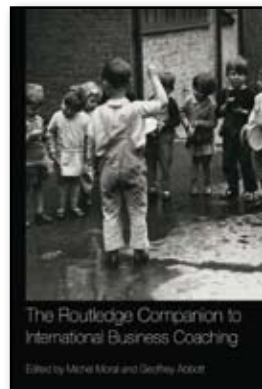
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Moral, Abbott, Darmouni, Introduction. **Part 1. International Coaching Frameworks and Tools.** *Moral, Henrichfreise*, Considerations on the Emergence of Organizational Coaching: International Perspectives. *Armstrong*, Integral Coaching: Cultivating a Cultural Sensibility through Executive Coaching. *Hall, Duval, Salom*, Coaching to Hidden Frames: Facilitating Transformational Change in Complex Environments. *Drake*, Identity, Liminality and Development: An Intrapersonal View of Intercultural Sensitivity. *Olalla, the Newfield Community*, Ontological Coaching: Intercultural Coaching and Trust. *Bharwaney, Jokilaakso*, Coaching for Emotional Intelligence in International Business Environments: Challenges and Opportunities. *Henrichfreise*, Coaching International Leaders to Succeed Collectively: The Re-Genesis of Collective Intelligence, Our Genuine Capacity of Collectively Creating our Future. *Darmouni, Krigbaum*, The Heart of Cross-Cultural Creation: Inclusion and Presence that Produce Something Greater. *Lieorouw*, Stimulating Adversarial Growth in Cultural Uncertainty: A Survival Guide for International Executives and their Coaches. *Rosinski*, Fostering Individual and Collective Development Using the Cultural Orientations Framework Assessment. *Velhulst, Sprengel*, Intercultural Coaching Tools: A Constructivist Approach. **Part 2. Organizational Challenges and Opportunities – Individual.** *Abbott, Stening*, Coaching Expatriate Executives: Working in Context across the Affective, Behavioral and Cognitive Domains. *Miser, Miser*, Couples Coaching for Expatriate Couples: A Sound Investment for International Businesses. *Burrus*, Coaching Women Managers in Multinational Companies. *Burrus*, Coaching Managers in Multinational Companies: Myths and Realities of the Global Nomadic Leader. **Part 3. Organizational Challenges and Opportunities – Collective.** *Law, Laulusa, Cheng*, When Far East Meets West: Seeking Cultural Synthesis through Coaching. *Moral*, Executive Team Coaching in Multinational Companies. *Abbott*, Coaching with Global Virtual Teams: An Action Research Perspective. *Loeser, Burrus*, Interactive Consulting with Corporate Ventures. *Abbott*, Executive Coaching through Cross-Border Mergers and Acquisitions: A Powerful Yet Under-Utilized Intervention. *Bissen, Chapman, Schonenberg, Knott*, International Coaching: A Global Human Resources Perspective. *Abbott, McFarlane*, Choosing Coaches for International Business Leaders?: Qualities and Characteristics. *Moral, Abbott*, Conclusion.

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COACHING WOMEN TO LEAD

Averil Leimon, François Moscovici & Helen Goodier

White Water Strategies, London, UK

ESSENTIAL COACHING SKILLS AND KNOWLEDGE SERIES

"Coaching Women to Lead is timely, relevant, and hugely inspiring! The authors effortlessly demonstrate an approach that goes beyond conventional wisdom, bringing it to life with real world success stories, and doing so in a true coaching style that harnesses the strengths and rewards that coaching women can bring. This is essential reading for not only coaches, but L&D professionals, C-Suite executives, and any manager looking to realize the full potential from their female colleagues/ businesses." - Katherine Tulpa, CEO, Association for Coaching® and Co-founder, Wisdom8.

Coaching Women to Lead asks why, in the 21st century, there is still such a disparity in the number of women filling leadership roles, compared with men. It argues that a specific coaching approach for women is not only possible but required to support women throughout their corporate career. In this book you will find:

- How to build a robust business case for coaching women
- Which areas of coaching are the most useful at which career stage
- An academic survey to discover what women need to succeed
- In-depth interviews with women role models
- Specific tools and techniques to develop a women-focused coaching program.

Using case studies and findings from the authors' research, *Coaching Women to Lead* proposes defined areas for coaching women, and offers practical advice for coaches who wish to contribute to the development of excellent women leaders.

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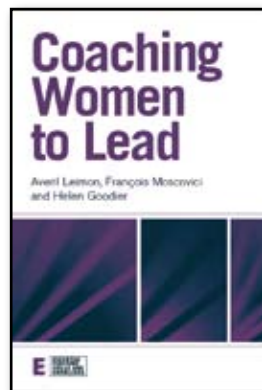
Why Women? The Need to Differentiate in Coaching. Why Bother With Women Leaders? The Business Case for Coaching. What are the Critical Stages of a Woman's Career and Their Coaching Requirements. What Do Women Want? Reporting the Results of Our Research. In Search of Role Models: Conversations with Exemplary Women. Coaching Women to Lead: A Systematic Approach to Coaching Women for Success. What Makes a Strong Leader? A Model for Women's Leadership Development. How to Develop a Woman-Friendly Organisation. What is the Global Picture? Lessons From Coaching Women to Lead Around the World. Conclusions.

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DEVELOPMENTAL COACHING

LIFE TRANSITIONS AND GENERATIONAL PERSPECTIVES

Stephen Palmer, Director, Centre for Coaching, UK

Sheila Panchal, JP Morgan, UK (Eds.)

ESSENTIAL COACHING SKILLS AND KNOWLEDGE SERIES

“Coaching is very topical at the moment but no other book has looked at it from the point of view of coaching through the life cycle. This is a unique, well written and important book – buy it, you won’t regret it.” - **Professor Cary L. Cooper CBE**, Distinguished Professor of Organizational Psychology and Health at Lancaster University, UK

Developmental Coaching explores many of the common transition points we experience throughout life, including teenage transitions, becoming a parent, mid-life and retirement. The book sets these transitions in their social context and reviews them in the light of generational factors.

The book is introduced with key psychological concepts from areas such as lifespan development and positive psychology, in addition to insights from other disciplines, including management theory and sociology. The main topics of discussion are:

- Coaching tools and techniques
- Broader societal and generational trends
- How coaching can help individuals to realize positive growth.

With case studies throughout, *Developmental Coaching* offers an essential resource for practicing coaches, coaching psychologists, counselors and other professionals who wish to further their knowledge of the developmental aspects of coaching and dealing with life transitions.

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Preface. *Sugarman*, Foreword. *Palmer, Panchal*, Life Transitions and Generational Perspectives.

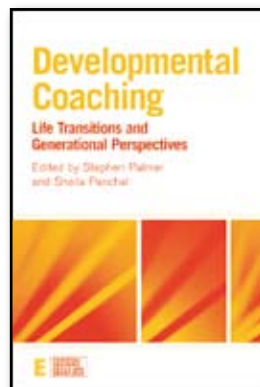
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GROUP AND TEAM COACHING

THE ESSENTIAL GUIDE

Christine Thornton, group analyst & executive coach, UK

ESSENTIAL COACHING SKILLS AND KNOWLEDGE SERIES

"The Coaching profession needs a book like this to appreciate where group and team coaching has evolved from (like many forms of coaching, from many disciplines) and to put a 'stake in the ground' at this stage of our evolutionary growth." - **Katherine Tulpa, From the Foreword**

This book offers a new perspective on the subconscious and non-verbal processes through which people learn and communicate with each other in groups. Describing these processes in the context of modern organizational life, it provides practical advice about how to do group and team coaching.

Introducing key concepts from psychology, group analysis and systems theory, *Group and Team Coaching* gives practical guidance on core areas of group coaching: team coaching, group supervision, action learning sets and other learning groups.

Casting new light on the 'secret life' of groups and teams, it discusses:

- The invisible processes of group dynamics
- Pitfalls of group coaching and how to avoid them
- How to design coaching interventions
- Common dilemmas
- Ethics and supervision.

With many vignettes and case studies, *Group and Team Coaching* is essential reading for coaches who work with groups and teams.

CONTENTS

Preface. *Tulpa*, Foreword. **Part 1.** Introduction: What is Group Coaching? **Part 2.** Learning, Holding and Exchange. Looking Deeper: The Secret Life of Groups. Eight Group Factors Influencing Learning and Change. **Part 3.** Understanding Organizations, Groups and Teams: Systems Thinking. **Part 4.** Team Coaching. Learning Group Coaching. Supervision Groups. **Part 5.** Strategies for Tackling Problem Behaviour. Groups that Do Not Work: Understanding and Tackling Dysfunctional Patterns in Group Behaviour. Managing Beginnings, Middles and Endings: Boundaries of the Group. Afterword. **Part 6.** Suggested Further Reading. Continuous Professional Development in the Unconscious Dynamics of Groups and Organizations. Frequently Asked Questions.

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101 COACHING STRATEGIES AND TECHNIQUES

Gladeana McMahon, Personal Development and Executive Coach, UK
Anne Archer, Executive Coach, Group Facilitator and Researcher, UK (Eds.)

ESSENTIAL COACHING SKILLS AND KNOWLEDGE SERIES

"The book is a great list of coaching techniques and suggestions. In my opinion, the addition of therapeutic perspectives has a lot of potential for deepening the coaching process and so could provide long-lasting change for coaching clients. I expect the book to be very helpful for people working as coaches; counselors working with EAPs or other short-term counseling might also find some of the activities useful." - Sue Lewis, Therapy Today

101 Coaching Strategies and Techniques provides focused, practical strategies to help the coach with their work. Each point provides a detailed explanation of the strategy together with potential pitfalls and solutions.

Contributors from a range of coaching backgrounds are brought together to cover a number of issues faced by professional coaches including:

- Confidence building
- Developing specific skills and strategies
- Group coaching
- Problem solving and creativity
- Self awareness
- The stuck client.

101 Coaching Strategies and Techniques will be a handy reference tool for busy coaches; the bite-sized strategies will also provide a useful guide for those in training.

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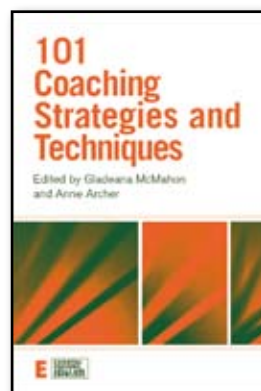
Part 1. Confidence Building. **Part 2.** Developing as a Coach. **Part 3.** Developing Specific Skills and Strategies. **Part 4.** Focusing on the Future. **Part 5.** Group Coaching. **Part 6.** Problem Solving and Creativity. **Part 7.** Relationships. **Part 8.** Self-awareness. **Part 9.** When a Client Gets Stuck.

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BRIEF COACHING

A SOLUTION FOCUSED APPROACH

Chris Iveson, Evan George & Harvey Ratner

Founding members of BRIEF, UK

ESSENTIAL COACHING SKILLS AND KNOWLEDGE SERIES

Brief Coaching: A Solution-Focused Approach offers a new approach to coaching by considering how the client will know when they have reached their goal, and what they are already doing to get there. The coach aims to work towards the solution rather than working away from the problem, so that the client's problem is not central to the session, but instead the coach and the client work towards the client's preferred future.

This book employs case examples and transcripts of sessions to offer guidance on:

- Looking for resources rather than deficits
- Exploring possible and preferred futures
- Examining what is already contributing to that future
- Treating clients as experts in all aspects of their lives.

This practical guide includes summaries and activities for the coach to do with the client and will therefore be a useful tool for both new and experienced coaches, as well as therapists branching into coaching who want to add to their existing skills.



CONTENTS

Introduction. Basic Principles. Establishing the Contract. Preferred Futures. What is Already Working. Scales. Closing a Session. Second and Subsequent Sessions. Back to Work. The Manager Coach. Last Words. Appendix: Solution Focused Questions.

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Michael Neenan, Centre for Stress Management, UK
Stephen Palmer, Director, Centre for Coaching, UK (Eds.)

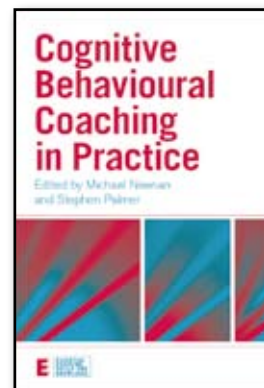
ESSENTIAL COACHING SKILLS AND KNOWLEDGE SERIES

Cognitive Behavioural Coaching in Practice explores various aspects of coaching from within a cognitive behavioral framework.

Michael Neenan and Stephen Palmer bring together experts in the field to discuss topics including:

- Procrastination
- Perfectionism
- Goal selection
- Socratic questioning.

This highly practical book is illustrated throughout with lengthy coach-coachee dialogues that include a commentary of the aims of the coach during the session. It will be essential reading for both trainees and professional coaches whether or not they have a background in psychology. It will also be useful for therapists, counselors and psychologists who want to use coaching in their everyday practice.



CONTENTS

Neenan, Palmer, Introduction. *Neenan*, Understanding and Tackling Procrastination. *Anstiss, Passmore*, Motivational Interviewing. *O'Broin, Palmer*, Enhancing the Coaching Alliance and Relationship. *Neenan*, Socratic Questioning. *Palmer, Williams*, Struggles with Low Self-esteem: Teaching Self-acceptance. *Neenan, Dryden*, Understanding and Developing Resilience. *Gyllenstein, Palmer*, Stress and Performance Coaching. *Collard, McMahon*, Mindfulness Based Cognitive Behavioural Coaching. *Whybrow, O'Riordan* Developing a Coaching Culture at Work.

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CHOICE-FOCUSED LEARNING AT WORK

Michael Harvey, business psychologist, and founder of Interactional Coaching, London, UK

ESSENTIAL COACHING SKILLS AND KNOWLEDGE SERIES

Interactional coaching is a practical one-to-one learning approach designed to help clients make the choices that are right for them. By drawing on existential thinking, psychotherapy and business theory, interactional coaching employs a wide range of techniques to focus on the unique situation of the client, their goals and how these can be achieved.

Illustrated throughout with case studies, theoretical constructs and practical techniques, *Interactional Coaching* looks at:

- Tools, techniques and principles
- Specific coaching purposes
- Coaching in the personal dimension
- Coaching leadership and managerial expertise
- Coaching in ambiguous and transitional situations.

Interactional Coaching: Choice-focused Learning at Work is essential reading for anyone in the coaching field who wants to help their client develop the interpersonal skills necessary for achievement in today's workplace.

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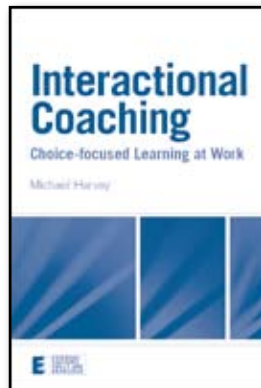
Preface. **Part 1. Interactional Coaching in Theory and Practice.** Introduction to Interactional Coaching: The Choice Business. Performance and Development Coaching: The Case of Julia T. The Interactional Coaching Model: Tools, Techniques, Principles. The Achievement Matrix and the Purposes of Coaching. **Part 2. Fundamental Coaching Purposes.** Coaching for Vision: Knowing What You Want. Coaching Self-knowledge and Awareness: Knowing Who You Are. Coaching Interactional Strategy: Knowing who to Interact with and How. **Part 3. Coaching in the Time Dimension.** Coaching Transitions: The Past and the Present. Coaching Ambiguity and Uncertainty. **Part 4. Coaching in the Self Dimension.** Coaching Final Choices and Dilemmas. Coaching Confidence. Coaching Action and Inaction. **Part 5. Coaching in the Dimension of Others.** Coaching Practical Interactional Expertise. Coaching Communication Skills. Coaching Around Conflict. **Part 6. Coaching Leadership and Managerial Expertise.** Coaching Leadership. Coaching Managerial Expertise. **Part 7. Other Coaching Purposes.** Coaching Creativity and Innovation. Coaching Stress: Reclaiming the Power of Choice. Coaching "Failure", Relapse and Renewal. The Interactional Coach.

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FEMALE LEADERSHIP

MANAGEMENT, JUNGIAN PSYCHOLOGY, SPIRITUALITY AND THE GLOBAL JOURNEY THROUGH PURGATORY

Karin Jironet, Director, de Baak VNO-NCW Management Centre, The Netherlands

"In this work Karin Jironet offers all of us guidance in moving toward a goal that is fresh and new – spiritual and psychological leadership within the difficult and confining spaces of modernity but also based rigorously upon ancient psychological and spiritual principles." - Murray Stein, from the Foreword.

This book explores the nature of female leadership and illustrates how women may seek to renew the very notion of leadership through their own personal development.

Offering a psycho-spiritual examination of Dante's journey through *Purgatory* and the seven sins and virtues, the book discusses the process of overcoming the tension between inner motivations and outer expectations through personal development in order to achieve true leadership.

Topics include:

- The process of personal transformation using Dante's description of the seven sins and virtues
- The value of psychology and spirituality for women in leadership roles
- The new vision of leadership that meets present global demands for social cohesion and sustainability.

Female Leadership will be of great interest to all professionals who wish to familiarize themselves with personal leadership development and learn how Jungian theory has been put into practice in this field, as well as to leaders in corporate and non-corporate organizations.

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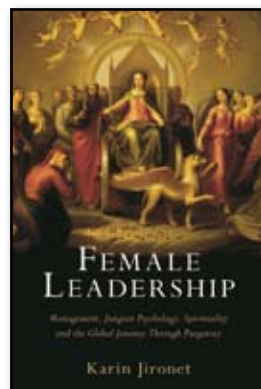
Stein, Foreword. Introduction. The Divine Comedy. Pride and Humility. Envy and Generosity. Anger and Gentleness. Sloth and Zeal. Greed and Charity. Gluttony and Temperance. Lust and Chastity. Female Leadership: The Way Forward.

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PROFESSIONAL COUNSELING EXCELLENCE THROUGH LEADERSHIP AND ADVOCACY

Catherine Y. Chang, Georgia State University USA; **Casey A. Barrio Minton**, University of North Texas, USA; **Andrea Dixon**, University of Florida, USA; **Jane Myers**, University of North Carolina, USA; **Thomas J. Sweeney**, Ohio University, USA (Eds.)

This book is intended as a resource for counseling students and educators to help incorporate leadership and advocacy training into the counseling curriculum, based on the new standards set forth by CACREP. It identifies the historical context of leadership and advocacy, provides a framework from which to understand these concepts, and provides concrete examples of leadership and advocacy happening in the field today. The first chapter authors consider the foundations of leadership in counseling, including the history of leadership in counseling and Chi Sigma Iota's role over the past 25 years; the theoretical, philosophical, and research foundations of leadership; principles and competencies of counseling leadership necessary to leading well; and developing a personal style of leadership. The next section on the foundations of advocacy covers both professional and client advocacy, stressing the importance of both their purposes, practice, competencies, training, and obstacles. Leadership and advocacy roles in counseling are then discussed, with authors describing the design of an effective counselor education curriculum, supervision of counselors, and leadership and advocacy practice in various counseling settings. Finally, the future directions for counseling leadership and advocacy are considered.

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Introduction. **Part 1. Foundations of Leadership in Counseling.** *Sweeney*, Leadership: The Counseling Profession. *Lewis*, Foundations of Leadership: Theory, Philosophy, and Research. *Myers*, Professional Leadership, Leading Well: Characteristics, Principles, and Ethics of an Effective Counseling Leader. *Myers, Chang, Dixon, Barrio Minton, Sweeney*, On Becoming a Leader: A Journey. **Part 2. Foundations of Advocacy in Counseling.** *Sweeney, Myers*, Professional Advocacy: Being Allowed to do Good. *Chang*, Professional Advocacy: A Professional Responsibility. *Lee*, Social Justice as the Fifth Force in Counseling. *Kress, Paylo*, Theoretical Foundations of Client Advocacy. *Brubaker, Goodman*, Client Advocacy: In Action. **Part 3. Leadership and Advocacy Roles in Counseling.** *Cashwell, Barrio Minton*, Counselor Education: Curriculum, Administration, and Mentoring. *Glossoff, Durham, Whittaker*, Supervision: Clinical and Administrative. *Dixon, Dew*, Counseling Practice: Schools, Agencies, and Community. *Hays, Wood, Smith*, Research: Best Practices, Accountability, and Advancing Knowledge. **Part 4. Future Directions for Counseling Leadership and Advocacy.** *Barrio Minton, Wachter Morris*, Leadership Training: Entry Level and Doctoral Curriculum. *Hill, Harrawood, Vereen, Doughty Horn*, Advocacy Training: Curriculum for Professional and Client Advocacy. *Loesch*, Future Needs: Accountability. **Appendices.** Web Resources. Chi Sigma Iota Principles and Practice of Leadership Excellence. Counselors Advocacy Leadership Conferences I & II. ACA Advocacy Competencies. CACREP Standards and Corresponding Chapters. Sample Rubrics.

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WHEN GROUPS MEET

THE DYNAMICS OF INTERGROUP CONTACT

Thomas F. Pettigrew, University of California, Santa Cruz, USA

Linda R. Tropp, University of Massachusetts, USA

ESSAYS IN SOCIAL PSYCHOLOGY SERIES

"Contact theory represents psychology's most important and enduring contribution to improving intergroup relations. Tom Pettigrew and Linda Tropp apply their vast knowledge and penetrating theoretical insights to synthesize the literature to create the definitive volume on this topic.

When Groups Meet reviews the origins of the theory, presents a deep analysis of the current state of work on the theory, and offers a thoughtful appraisal of emerging scholarly directions. Readers, whether those new to this topic or those already working in this area, will especially benefit from these experts' ideas about the future of contact theory and its implications for research and practical interventions." - **John F. Dovidio**, Yale University

Research and theory on intergroup contact have become one of the fastest advancing and most exciting fields in social psychology in recent years. The work is exciting because it combines basic social psychological concerns -- human interaction, situational influences on behavior -- with an effective means of improving intergroup relations at a time when the world is witnessing widespread intergroup hatred and strife.

This volume provides an overview of this rapidly progressing area of investigation -- its origins and early work, its current status and recent developments, along with criticisms of this work and suggestions for future directions. It covers a range of research findings involving contact between groups drawn from the authors' extensive meta-analysis of 515 published studies on intergroup contact. This meta-analysis, together with the authors' renowned research on intergroup contact, provides a solid foundation and broad overview of the field, to which have been added discussions of research extensions and emerging directions.

When Groups Meet is a rich, comprehensive overview of classic and contemporary work on intergroup contact, and provides insights into where this work is headed in the future. For research specialists, this volume not only serves as a sourcebook for research and theory on intergroup contact, it also provides the entire 515-item bibliography from the meta-analysis. The clear structure and accessible writing style will also appeal to advanced undergraduate and graduate students in psychology and other social sciences.

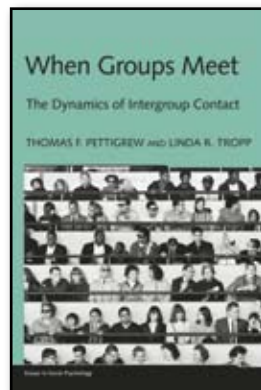
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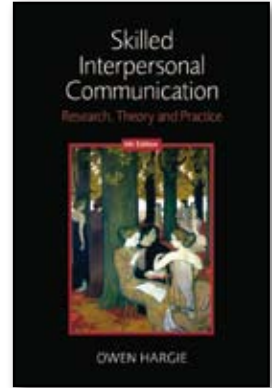
Textbook

SKILLED INTERPERSONAL COMMUNICATION**RESEARCH, THEORY AND PRACTICE****Fifth Edition****Owen Hargie**, University of Ulster, UK

"This is an excellent textbook for basic studies on communication. Based on an extensive amount of research, it offers a thorough review of skills for interpersonal communication, and presents the most important theoretical viewpoints. It will be useful for students and teachers of communication as an introductory book on this research area, but also more advanced experts of communication can become acquainted with new issues as well as review the central points of interpersonal communication from it." - Pekka Isolatus, Professor of Speech Communication, University of Tampere, Finland

"This book is very comprehensive. The cues that emanate from the many chapter titles will raise interest and the writing is so clear that the reader is encouraged to continue reading. Concepts are analyzed systematically into sub-concepts, and every new concept is defined, explicated and illustrated with reference to relevant research. Students will encounter many inspiring topics and find many original references."

- Klaus Fiedler, Professor of Social Psychology, University of Heidelberg, Germany



There is a fundamental, powerful, and universal desire amongst humans to interact with others. People have a deep-seated need to communicate and the greater their ability in this regard the more satisfying and rewarding their lives will be. The contribution of skilled interpersonal communication to success in both personal and professional contexts is now widely recognized and extensively researched. As such, knowledge of various types of skills, and of their effects in social interaction, is crucial for effective interpersonal functioning.

Previous editions have established *Skilled Interpersonal Communication* as the foremost textbook on communication. This thoroughly revised and expanded 5th edition builds on this success to provide a comprehensive and up-to-date review of the current research, theory and practice in this burgeoning field of study. The first two chapters introduce the reader to the nature of skilled interpersonal communication and review the main theoretical perspectives. Subsequent chapters provide detailed accounts of the fourteen main skill areas, namely: nonverbal communication; reinforcement; questioning; reflecting; listening; explaining; self-disclosure; set induction; closure; assertiveness; influencing; negotiating; and interacting in, and leading, group discussions.

Written by one of the foremost international experts in the field and founded solidly in research, this book provides a key reference for the study of interpersonal communication. This theoretically informed, yet practically oriented text will be of interest both to students of interpersonal communication in general, and to qualified personnel and trainees in many fields.

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"Of all the topics studied by management scholars few shed as much light on the dynamics of today's organizations as Managerial Ethics. Professor Schminke's book highlights the latest advances in this area by compiling contributions from leading behavioral ethics researchers - experts who share insight into such contemporary themes as ethical leadership, corporate character, and corporate social responsibility. For stimulating conversations about when, why, and how people engage in ethical and unethical behavior in the workplace, this book will be invaluable." - Jerald Greenberg, RAND Corporation

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This book combines management theory with ethical theory on a chapter by chapter, topic by topic basis. The volume bridges the theoretical, empirical and practical gap between management and ethics. It will be of interest to a cross disciplinary group of students, researchers and managers in business, management, organizational behavior, IO psychology and business ethics.

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A CONTEMPORARY LOOK AT ORGANIZATIONAL JUSTICE

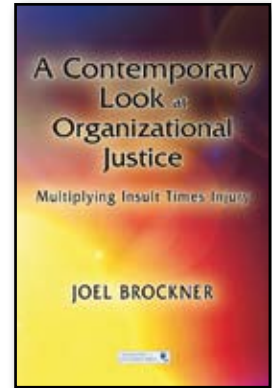
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Joel Brockner, Columbia University Business School, USA

SERIES IN ORGANIZATION AND MANAGEMENT

"This is a huge achievement. The book is worthwhile reading for professionals and scientific researchers in the fields of organizational behavior, human resource management, social psychology and other fields pertaining to how people react to both the outcomes and the processes they are getting from social and work relationships. The author has made sure that he includes all the recent insights pertaining to these issues, making this a "must read" for all those interested in organizational and justice related domains." - Kees van den Bos, Department of Social and Organizational Psychology, Utrecht University, The Netherlands

"In this book, Joel Brockner provides an incredibly comprehensive review and update of the status of research on organizational justice. The value of such a review and update should not be underestimated: the process X outcome interaction, included in this book, describes a critical phenomenon that is relevant to a broad range of issues within the social sciences and which more fundamentally strikes at the core of the psychology of people in group contexts." - Lyman Porter, University of California, Irvine, USA



This book is for scholars with an interest in the burgeoning area of theory and research on organizational justice. The ideas it describes forge connections between the justice literature and other prominent bodies of knowledge in organizational and social psychology, including those pertaining to trust, social identity, attribution theory, regulatory focus theory and cross-cultural differences in people's beliefs and behaviors. Though intended primarily for researchers, this book is written in a very accessible way, so that informed practitioners will gain considerable value from it.

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"In my opinion, the authors have done an excellent job of providing the reader an historical account of the origins of justice theory. I also think the authors have certainly been thorough in their description of the organizations justice literature." - **Steve M. Jex**, Psychology Dept, Bowling Green State University, USA

"Justice is a rapidly evolving field that generates a great deal of both empirical and theoretical papers. This book does a nice job of bringing people up to speed on what's out there without relying on a single perspective. Notably, the volume of publishing in this area also means that it is particularly popular, leading to a greater likelihood that a book such as this one will be read by many." - **Daniel Beal**, Psychology Dept, Rice University, Texas, USA

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This book seeks to integrate the scholarship on justice and affect. The authors focus on empirical social scientific theories pertaining to fairness, mood and emotion. Most of the literature in this book is drawn from social and organizational psychology. Other areas included are management, personality and evolutionary psychology. The book includes coverage of relevant philosophical positions from Aristotle and Rawls.

The goal of this book is to familiarize the reader with the rich tradition of conceptual models explaining the association between justice and emotion. It will be of interest to graduate students, researchers and practitioners in industrial organizational psychology, social psychology, management and business ethics.

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MULTITEAM SYSTEMS

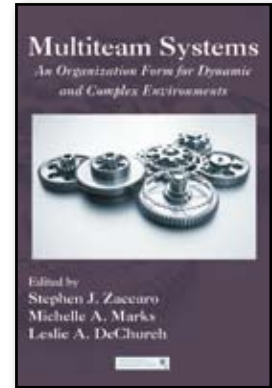
AN ORGANIZATION FORM FOR DYNAMIC AND COMPLEX ENVIRONMENTS

Stephen J. Zaccaro, Michelle A. Marks, George Mason University, USA;
Leslie DeChurch, University of Central Florida, USA (Eds.)

SERIES IN ORGANIZATION AND MANAGEMENT

"This volume is well developed. The sections have a distinct focus that together create a complete and organized package. MTS (multi-team systems) is an emerging area of scholarship within the more general topic of team effectiveness. There is growing interest in this area, and in that sense the book has a potential to spur scholarship in this area." - **Steve Kozlowski**, Editor, *Journal of Applied Psychology*, Michigan State University, USA

"This book represents a quantum leap in our knowledge of multi-team systems (MTS) and their implications for organizational functioning. By deeply exploring both MTS internal processes and external dynamics, it lays the foundation for how researchers will think about and practitioners design MTS's. A must-have book for anyone interested in 21st century organizations." - **Laurie Weingart**, Carnegie Bosch Professor of Organizational Behavior and Theory, Tepper School of Business, Carnegie Mellon University, USA



This book examines an emerging organizational form called multi-team systems (MTS). This type of aggregation is being increasingly adopted by organizations and agencies that need to respond to complex strategic problems. The book explores how such systems emerge and develop, as well as the methods for studying MTSSs. Because the notion of MTSSs cuts across multiple domains, this book will interest scholars in industrial/organizational psychology, organizational science, management and organizational theory, human factors, sociology, organization communications, and public administration.

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NEPOTISM IN ORGANIZATIONS

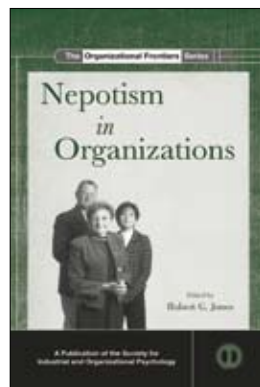
Robert G. Jones, Missouri State University, USA (Ed.)

SIOP ORGANIZATIONAL FRONTIERS SERIES

"In many organizations, the elephant in the room issue has been the brother-in-law in the room. With this volume, we have the cogent and instructive treatment of organizational nepotism we've needed for so long." - **Robert B. Cialdini**, Author, *Influence: Science and Practice*

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There is a huge elephant in the room: organizational decisions are often based on family relationships, rather than on the "rational" approach advocated by many professionals. Textbooks on Human Resources, Management, Organizational Behavior, Economics, Public Administration, and a host of related areas seem to have entirely missed this important aspect of organizational decision making. This book seeks to change all of this. By clearly identifying and defining nepotism in organizations, this book pulls back the curtain on the primary basis for many of the important things that really happen in organizations, large and small. The authors skillfully weave examples of nepotism in real organizations with the usual scholarly textbook topics (hiring, leadership, employment law, career search, culture, etc.) in a way that defines an entire new field of quantitative organizational research. This new book, in SIOP's Organizational Frontiers series, represents the first time IO psychologists have looked at the important subject of nepotism in organizations."



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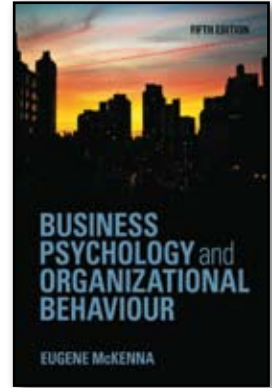
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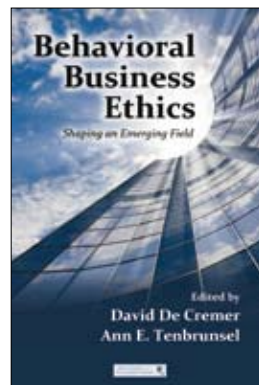
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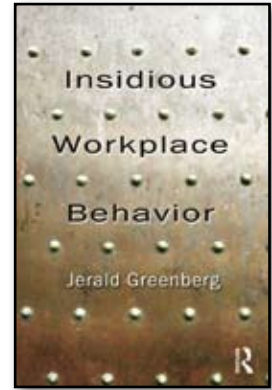
INSIDIOUS WORKPLACE BEHAVIOR

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"This is an outstanding book which has to be read by anybody interested in human behavior at work, but also in life more generally. It is sad to say in this frenetic, competitive and insecure world, that insidious behavior is more prevalent now than ever before. It is a must read for all concerned with the human condition of the 21st century." - Cary L. Cooper, Distinguished Professor of Organizational Psychology and Health, Lancaster University Management School, UK

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"Politics in Organizations presents the good—yes, the good—the bad and the ugly—all true—about how human organizations work in human ways. The chapters are very thorough and frequently truly insightful, shedding much needed light on this largely ignored but very interesting take on human organizational functioning. The implications are wide-spread and suggest many avenues for important future research. And practitioners, of course, will empathize with what the book has to say and may find useful hints for how to deal with the politics they encounter." - **Benjamin Schneider**, Senior Research Fellow, Valtera

This edited volume in the *SIOP Frontiers series* will be one of the first to look at the psychological factors behind politics and power in organizations. Noted contributors are from schools of management, psychology, sociology and political science. They look at the theory, research, methodology and ethical issues related to organizational politics and climates. The book is divided into three parts: Part 1 looks at the historical evolution of the field, Part 2 provides an integration of the organizational politics with important organizational behavior constructs and/or areas of inquiry, such as the chapter by Lisa Leslie and Michele Gelfand in which they discuss the implications of cross-cultural politics on expatriates and within cross-national mergers. Part 3 focuses on individual differences and organizational politics focusing on the nature of political relationships.

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This new book explains the Productivity Measurement and Enhancement system (ProMES) and how it meets the criteria for an optimal measurement and feedback system. It summarizes all the research that has been done on productivity, mentioning other measurement systems, and gives detailed information on how to implement this one in organizations. This book will be of interest to behavioral science researchers and professionals who wish to learn more about the practical methods of measuring and improving organizational productivity.

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HANDBOOK OF POLICE PSYCHOLOGY

Jack Kitaeff, University of Maryland and Walden University, USA (Ed.)

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The *Handbook of Police Psychology* represents the contributions of over thirty police psychologists, all experts in their field, on the core subject matters of police psychology. The book examines the beginnings of police psychology and early influences on the profession such as experimental investigations of psychological testing on police attitude and performance. Influential figures in the field of police psychology are discussed, including the nation's first full-time police psychologist who served on the Los Angeles Police Department, and the first full-time police officer to earn a doctorate in psychology while still in uniform with the New York Police Department.

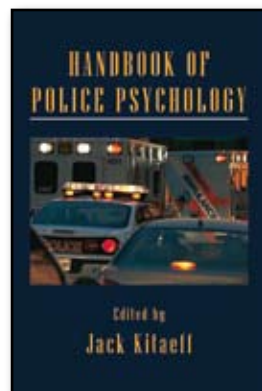
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STATISTICAL AND METHODOLOGICAL MYTHS AND URBAN LEGENDS

DOCTRINE, VERITY AND FABLE IN ORGANIZATIONAL AND SOCIAL SCIENCES

Charles E. Lance & Robert J. Vandenberg (Eds.)

University of Georgia, USA

"Owning a copy of this book is essential for any researcher interested in issues regarding statistics and methods. It is beneficial as well for instructors." - Stephen A. Truhon, *PsycCritiques*

This book provides an up-to-date review of commonly undertaken methodological and statistical practices that are sustained, in part, upon sound rationale and justification and, in part, upon unfounded lore. Some examples of these "methodological urban legends", as we refer to them in this book, are characterized by manuscript critiques such as: (a) "your self-report measures suffer from common method bias"; (b) "your item-to-subject ratios are too low"; (c) "you can't generalize these findings to the real world"; or (d) "your effect sizes are too low".

Historically, there is a kernel of truth to most of these legends, but in many cases that truth has been long forgotten, ignored or embellished beyond recognition. This book examines several such legends. Each chapter is organized to address: (a) what the legend is that "we (almost) all know to be true"; (b) what the "kernel of truth" is to each legend; (c) what the myths are that have developed around this kernel of truth; and (d) what the state of the practice should be. This book meets an important need for the accumulation and integration of these methodological and statistical practices.

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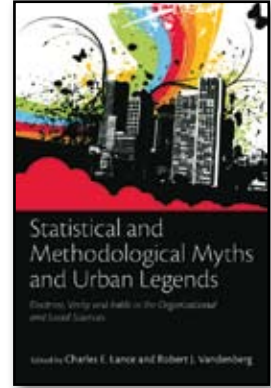
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This *Handbook* appeals to researchers and practitioners in psychology, human development, family studies, health, education, sociology, social work, political science, and business/marketing. This book is also a valuable supplement for quantitative methods courses required of all graduate students in these fields.

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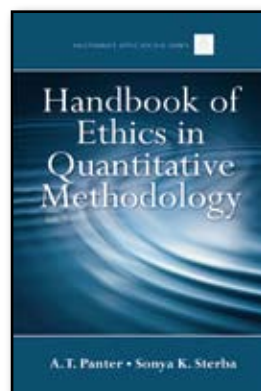
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INTRODUCTION TO PSYCHOMETRIC THEORY

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This new text provides a state-of-the-art introduction to educational and psychological testing and measurement theory that reflects many intellectual developments of the past two decades. The book introduces psychometric theory using a latent variable modeling (LVM) framework and emphasizes interval estimation throughout, so as to better prepare readers for studying more advanced topics later in their careers. Featuring numerous examples, it presents an applied approach to conducting testing and measurement in the behavioral, social, and educational sciences. Readers will find numerous tips on how to use test theory in today's actual testing situations.

To reflect the growing use of statistical software in psychometrics, the authors introduce the use of *Mplus* after the first few chapters. IBM SPSS, SAS, and R are also featured in several chapters. Software codes and associated outputs are reviewed throughout to enhance comprehension. Essentially all of the data used in the book are available on the website. In addition instructors will find helpful PowerPoint lecture for each chapter.

The authors rely on LVM when discussing fundamental concepts such as exploratory and confirmatory factor analysis, test theory, generalizability theory, reliability and validity, interval estimation, nonlinear factor analysis, generalized linear modeling, and item response theory. The varied applications make this book a valuable tool for those in the behavioral, social, educational, and biomedical disciplines, as well as in business, economics, and marketing. A brief introduction to R is also provided.

Intended as a text for advanced undergraduate and/or graduate courses in psychometrics, testing and measurement, measurement theory, psychological testing, and/or educational and/or psychological measurement taught in departments of psychology, education, human development, epidemiology, business, and marketing, it will also appeal to researchers in these disciplines. Prerequisites include an introduction to statistics with exposure to regression analysis and ANOVA. Familiarity with SPSS, SAS, STATA, or R is also beneficial. As a whole, the book provides an invaluable introduction to measurement and test theory to those with limited or no familiarity with the mathematical and statistical procedures involved in measurement and testing.

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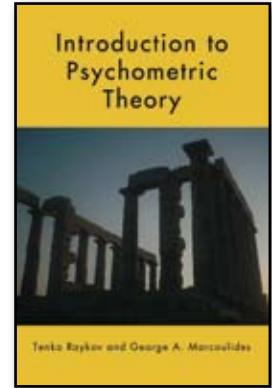
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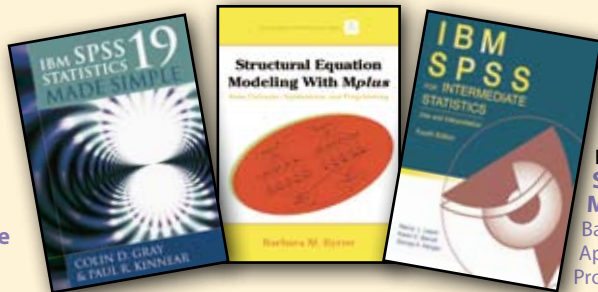
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