Index

Ability to act, 103
Acceptance, 64, 74
Arguments, 53—54
Asplund’s motivation theory, 33, 65
Attention, 67—68
Attitudes, 2, 12, 21—22
   biological inheritance, 23, 34
category behaviour, 34
   changing, 35
   constitution, 22
definition, 12—13
genetic inheritance, 22
   individual’s own experiences, 34
   influence behaviour, 30, 31
   and moral courage, 12
   permanent, 52
   pessimistic, 52—53
   socialization, 34
   social psychology, 13
   stability, 23, 24
   structuring of, 24
Authentic (being yourself), 48
Authentic Happiness, 9
Authentic individual, 44
Authenticity, 2
Authority, 26, 85, 99
“Automatic” thoughts and behaviour patterns, 53
Autonomy, 65
Awareness, 49, 67—68, 103

Behaviour
   and attitudes, 33
   patterns, 53
Belief system, 24—26, 34
Category behaviour, 34
Causality, 51—52
Change in attitude
   through how we think, 24—26
   through what we do, 30—33
   through what we say, 26—30
Classical hierarchical organization, 2
Classical organizational psychology, 1
   reflections upon, 3—6
Classical psychology, 6
Classic organizational psychology, 5
Cognitive dissonance, 33, 89
Cognitive flexibility, 75, 76
Cognitive principles, 88
Cognitive processes, 85
Commitment and enthusiasm, 43
Communication process
   communicative part, 27—28
   and information, 83
   informational part, 27—28
Communicative action, 103
Competence, 65, 99
Competition, 30
Concept interpreter, 85
Confidence, 99
Consistency principle, 89—90
Context, 31, 32, 34, 41, 42—43, 65, 73—74, 87
Controlling, 14—15, 16, 47, 49, 50, 51—52, 64
Courage, 6
Creative chaos, 77
cognitive flexibility, 73, 75, 76
“creative ideation”, 71
creative mindfulness, 74
defining, 72–73
divergent thinking, 75
elements of, 73
mindfulness and creative people, 72
self-efficacy, 73–74
technique of, 73
Creative ideation, 71
Creative mindfulness, 74
Creative uncertainty, 71
Creativity and enthusiasm, 2
Curiosity, 2

Decentration, 63
Degree of freedom, 51
Difference, 2–3, 5–6, 13, 30, 46–47
Distinctions, 16, 43, 60, 65, 95–96
Distraction, 53
Divergent thinking, 75, 75

Emotion
and behavioural flexibility, 64
and social intelligence, 8–9
Empathy, 8–9
Employees’
attitudes and managers
how we think, 24–26
what we do, 30–33
what we say, 26–30
exercise autonomy, 2
Engagement, 14
Enthusiasm, 2, 14
and engagement, 14
as motivation, 45
analytical framework, 54
authentic (being yourself), 48
authentic individual, 44
commitment and, 43
flexibility (saying yes to fewer things), 47
job satisfaction, 43–44
mindfulness (present-moment awareness), 49
organizational goal achievement, 43
promote, 44
uniqueness (doing what others don’t do), 45–46
Enthusiastic, 8, 42, 43, 44–45, 47, 48, 54
Environment, 4, 7, 31, 51, 84
Evaluation, 21, 25–26, 74, 87, 93, 96
Expectations, 29, 86–87
Experiences, 8–9, 34, 95
Explanations, 44, 45, 46, 52, 89, 91, 92–93, 97
Failure, 51
Feedback, 2, 5, 14, 49, 65
Flexibility, 47
behavioural, 64
cognitive, 75, 76
Flexible management
leadership tools for, 72
mindfulness training, 68
negative psychological processes, 70
openness to new information and perspectives, 70–71
“personal renaissance”, 68
Flow, 14–15, 44, 49, 50
Focused perception, 67–68
Fordism, 5
“Frozen solid”, 51–52
Future expectations, 50

Generation Y, 2, 3, 5
Globalization, 5
Global knowledge economy, 42–43
Goals, 14, 43, 50
Groupthink, 70

Humanity, 6

The Iliad, 11
 Immediate feedback, 14
 Indicators, 30
 Individual disconnect, 64
 Influence
 cognitive authority of information, 85
 communication and information, 83
 information pragmatics, 84–85
 interpreter, 85–95
 management mis-information system, 84
 message, 95–98
 perfect information, 84
 problem solvers, 84
 speaker, 98–99
 Information and communication technology (ICT), 5
 Information Cognitive Authority (ICA), 99
 Information’s cognitive authority, 26
 message, 27–28
 sender, 26–27
 Information-seeking processes, 96
 Inherited attitudes, 22–23
 Inner critics, 64
 Interest-taking, 67–68
 Interpreter, 85–95
 cognitive principles, 88
 cognitive processes, 85
 consistency principle, 89–90
 expectation, 86–87
 typologies, 87
 heuristic mechanisms, 93
 Intrinsic motivation, 16
 Involvement, 6, 42
 Job satisfaction, 43–44
 factors, 42
 large-scale empirical study on, 42
 and well-being, 9
 Judgemental, 74
 Justice, 6
 Knowledge, 6, 42–43, 84, 90
 Leadership training, 1
 Learned helplessness, 51
 Learned Optimism, 7
 Management mis-information system, 84
 Management tool, 67, 72
 Mastering, 2
 Mastery, 2, 10–11
 Meaning, 9–10
 Measurement, 30, 31
 Measures, 50
 Message, 95–98
 information processes, 96
 Millennials, 2, 5
 Mindful leadership, 15
 Mindfulness, 15, 49
 and creative people, 72
 definitions, 59–60
 Eastern tradition, 59
 and management, 62
 strategy, 61
 training, 68
 Langer’s three processes, 69
 well-being and, 63
 Western tradition, 59
 Mindlessness, 60
Index

Misinformation, 28, 98
Moral courage, 2
Motivation
  intrinsic, 16
  See also enthusiasm
Need for reflection time, 32
Negative attitudes, 12
New leadership
  psychology, 10–16
  role, 7
Non-binding agreement, 89
Non-judgmental observation, 74
Norms, 7, 13, 42, 66
North’s Action Theory, 65
  See also self-determination theory (SDT)
The Odyssey, 11
Optimism, 7, 8
  arguments, 53–54
  “automatic” thoughts and behaviour patterns, 53
  challenges and situations, 50
  degree of freedom, 51
  distraction, 53
  failure, 51
  “frozen solid”, 51–52
  future expectations, 50
  goal, 50
  “learned helplessness”, 51
  permanent attitudes, 52
  pessimistic attitude, 52–53
  pessimistic explanatory habit, 53
  thinking and behaviour, 51
Organizational and leadership psychology, 5
Organizational goal achievement, 43
Organizational psychology, 1, 4, 5
Perception, 67–68
Perfect information, 84
Performance, 3, 4, 10–12, 14, 42, 44, 47, 49
Perseverance, 6, 11, 52, 73–74
Personality: A Psychological Interpretation, 6
Perspectives, 6, 60, 61, 68, 70–71
Pessimistic attitude, 52–53
Pessimistic explanatory habit, 53
Phenomenon, 11, 28, 64, 67–68, 86
Positive attitudes, 12, 12
Positive leadership, 7
Positive psychology, 2
  application in organizations, 7
  emotional and social skills, 8
  of leadership, 4
  new organizational and leadership psychology, 6–10
Potential, 60–61, 72–73, 85
Probability, 22–23, 29, 31, 42, 86, 95
Problem solvers, 84
Process learning, 103, 104
  exercises and presentations, 105–106
  guidance, 105
  lectures, 105
  project diary, 105
  projects and cases, 104–105
Productivity, 4, 5, 8, 43–44
Psychology
  classical organizational, 1, 5
  new leadership, 10–16
  organizational, 1, 4, 5
  organizational and leadership, 5
  social, 13
  See also positive psychology
Quality manager, 106
Rationality and professional experience, 8–9
Reference object, 29
Reflective action, 103
Relationships, 66
Resilience, 11
Respect, 22–23, 25, 48
Scientific management, 5
Self-belief, 2
Self-correction, 32
Self-determination theory (SDT), 64–65
autonomy, 65
competence, 65
relationships, 66
Self-discipline, 46, 52, 73–74
Self-efficacy, 61, 73–74
Self-esteem, 50
Self-image, 10–11, 50
Self-management, 2
Self-organization, 2
Self-realization, 98
Self-regulation, 6
Self-understanding, 27
Sender, 26–27
Sensitive, 16, 60
Skills, 8
Social awareness, 103
Socialization, 92–93
Social mechanism, 14, 46–47
Social pressure, 32
*The Social Psychology of Organizations*, 5
Social response, 33
Speaker, 98–99
characteristic features of, 98
Status, 98
Strategy, 61
Strength, 2–3, 6
Taylorism, 5
Teaching method, 104
Team leaders, 106
Teams, working methods of, 106
Technology, 4, 42
Temperance, 6
“The Law of Requisite Variety”, 70–71
Thinking and behaviour, 51
Traditional intelligence, 8–9
Transcendence, 6
Typology, 87
Uniqueness, 44, 45–46
Valence and attitudes, 23
Values, 2, 7, 13, 29, 31, 32, 42, 96
“Values in action”, 6
Well-being
acceptance, 64
decentration, 63
individual disconnect, 64
“inner critics”, 64
management tools for promoting, 67
mindfulness and, 63
self-determination theory (SDT), 64–65
Wisdom, 6