

Index

- Abortion counselling 209
- Absenteeism 203, 211
- Achievement motivation 9, 53–56
- Action plans 1, 235, 243, 245, 281
- Adolescents 225, 226
 - counselling of 285
 - and learning 67
- Adoption 226
- Aggression 19, 38, 46, 292
- Ai3Q 32
- Alcoholism, and managers 213
 - and social skills training 147
- Altruism 134
- Anger 231, 243, 245
- Anorexia nervosa 264
- Anxiety 37, 65, 70, 142, 144, 244, 252, 256, 257, 258, 259
 - in managers 208
 - measurement of 31–32
 - as a motive 52, 57
- Aptitude tests 87
- Arousal 57
- Assertiveness 138, 286, 292
- Assessment 72–73
- Association 68, 251, 252
- Attitude tests 35–36
- Attitudes 106, 113, 115, 143
- Attractiveness, physical 143
- Authoritarian personality 20, 134
- Aversive learning 254–256, 261
- Bargaining 5, 8, 95–125
- Bedwetting 265
- Behaviour, environmental view of 253
 - individual 8–9
 - mechanistic approach to 262
 - rules of 131, 133, 139–140
- Behavioural approaches, to change 12
 - to counselling 287
- Behavioural responses 228, 266
- Behaviourism 21, 50–51, 61, 74–75, 180, 251
- Behaviour modification 2, 250–266
- Bereavement counselling 225, 229, 232, 269
- Bioenergetics 287
- Biography, as an interview technique 88–89
 - as psychological material 24
- Biological imperatives 52
- Blood pressure and stress 205, 215
- Bloom's taxonomy of thinking 71–75
- Body language 85
- Brainstorming techniques 244
- Bureaucracy 163, 167, 169
- Career choice 1, 2, 56, 209, 210, 269
- Career services 271, 290

Index

- Change, approaches to 12–13, 23–24, 225–246
and counselling 288
- Class, social 143
- Classroom behaviour 55, 263
- Cognitive conflict 104
- Cognitive constructs 137, 138, 141, 240
- Cognitive dissonance 13, 167
- Cognitive tasks 233, 237, 245, 287
- Collective bargaining 97, 105, 106, 113–116
- Commitment 96, 143
- Committee, dynamics of 4
- Communication, models of 84
in organizations 171, 274
- Competitiveness, and managers 214
and motivation 66
- Computer-based matching 87
- Conditioning 27, 50, 51, 74–75, 251, 252
- Conditions of employment 98
- Conflict, inter-group 2
psychology of 96
- Conformity 10
- Consciousness, privacy of 17
- Coping skills 233–245
- Coronary heart disease, and stress 11, 201, 203, 205, 206, 214, 215, 232
- Counselling 2, 13, 24, 91, 269–294
in organizations 187
and race 273
- Counselling interview 86–87, 90
- Creativity 9
- Criminals, psychopathic 38
- Crisis intervention 270, 284
- Critical path analysis 3
- Cultural values 278
- Culture, discontinuity in 225
- Death 225, 226, 228, 231, 232, 238
- Decision counselling techniques 124
- Decision-making 3, 95, 101, 105, 109, 189, 285, 286
in bargaining 116–117
in negotiation 121–122
in organizations 210
- Defence mechanism 39–40
- Defensive avoidance 122
- Delinquency, and mobile managers 213
and social skills training 147
- Demographic factors 9
- Denial 39, 230, 232
- Depression 142, 230
and stress 205
at work 211
- Desensitization 147, 256–259
- Determinism 251
- Developmental counselling 284, 292
- Distributive bargaining 113–114, 116
- Divorce 183, 213, 223, 226, 227, 229, 238, 242, 269
- Doctors, social skills 147
and as counsellors 271
- Douglas's model of negotiation 106
- Drive 51
and performance 57–58
- Dyadic interaction 8, 133
- Emotional states 134, 137, 138
- Empathy 37, 270, 281, 292
- Employee participation 210
- Employment, conditions of 97
- Employment interviewing 82
- Encounter groups 53
- Education and counselling 284, 292
- Ego needs 19, 174
- Egocentric speech 134
- Environmental context 21, 52, 61, 206, 254, 261
of an interview 83
of social situations 141
- EPQ 46
- Executive, effective 118, 170, 172, 173
- Executive neurosis 207

Index

- Existential-humanistic counselling 287
- Expectancy-instrumentality theory 175
- Expectation, of experimental subjects 83
negative 229–230
- Experiential learning 8, 10
- Extraversion 36–37, 65, 138
- Failure, fear of 54–55, 64–65, 66
- Faking response sets 33
- Feedback 73, 84, 86, 103, 132, 135, 145, 146, 232, 234
- Fitness programmes 240
- Fixation 42
- Fixed-ratio schedule 59–60, 179
- Freudian theory 19, 38–43
- Friendship 141–144
- ‘Future shock’ 241
- Gaze, role of 132, 133
- Gestalt therapy 13, 287
- Goals 131, 132, 133, 139–140, 157
- Goal-setting 101, 175, 235, 245
- Grief 232, 242, 245, 284
- Group counselling 285–286
- Group dynamics 2, 8, 285
- Guilt, definition of 25
- Guttman scale 36
- Handicapped children 18, 286
- Health visitors 71
- Heart disease—see Coronary
- Hedonism 262
- Helping, and counselling 269–294
- Help the Aged 294
- Herzberg’s two-factor theory 176–177
- Hierarchy in organizations 166, 171
- Home–school transition 225
- Home/work interface 1, 211–215
- Hoplessness 230
- Hospitals, and counselling 269, 294
roles in 165, 169
structure of 157
- Human relations skills 7
- Id 19, 38, 39, 43
- Imitation learning 180
- Industrial accidents 11
- Industrial psychology 9
- Industrial relations 5, 95, 96, 103, 155
systems view of 101–102
- Industry, applied problems in 3, 4
counselling in 269
- Inferiority complex 43
- Information processing 96
in negotiation 117–118
- Inhibition 19
minimization of 69
retroactive 70
- Institutional life 11
- Intelligence 9, 138
- Interaction, failure of 134
frequency of 142
social 9, 38
- Interactive skills training 216
- Interest tests 35
- Interference 69
- Integrative bargaining 113–114
- Interpersonal attitudes 134, 137
- Interpersonal behaviour 8, 9, 84, 206
- Interpersonal Process Recall 274
- Interpersonal skills 283
shop stewards and 5
- Interviewing 5, 8, 9–10, 81–92
- Introversion 20, 65
- Isolation 40
- Job change counselling 286
- Job description 82, 203
- Job insecurity 207
- Job interviews 81, 88–90
- Job satisfaction 53, 204–205, 210, 211
- Job stress 201
- Judgement policies 104

Index

- Laboratory, social skills training 146
- Laboratory simulations of negotiation 103
- 'Law of requisite variety' 164
- Leadership 11, 125
- effectiveness of 186
- in organizations 183–185
- Learner, nature of 64–70
- Learning, biological potential for 64, 253
- cognitive 259
- effectiveness of 70
- Gagné's levels of 73
- mechanical conception of 259
- and teaching 64–76
- Learning theory 2, 21
- and work behaviour 178
- Life events 12
- Lifeskills 279, 280, 281, 292
- Likert scales 36
- Machine bureaucracy 159, 163
- Management by objectives 175–176
- Management science 155
- Managers, and counselling 271, 286
- mobility of 213
- satisfaction of 201
- and social skills 147
- stress and 201
- work of 155, 170–173, 184, 185, 108, 214
- Marriage 225, 229, 232
- and managers 212
- Marriage guidance counsellors 269, 271–294
- Maslow's hierarchy of needs 52, 173–174, 188
- Maturational factors 9
- Meaning, search for 231
- Meaningfulness, criteria of 84
- Mediation in bargaining 107
- Memory, and learning 64, 68–69, 73
- Microcounselling 274
- Mintzberg's analysis of organizations 156–161
- Mixed ability teaching 55
- MMPI 32, 46
- Modelling 10, 145
- Monetary incentive variables 23
- Mood tests 34
- Morality 19
- Motivation 2, 9, 11, 50–62, 66, 73, 133
- in bargaining 117
- in interviews 91
- and learning 64, 65–66
- in organizations 173–178
- tests of 34–35
- Motor skills 132, 133
- Need for achievement 44–45, 53–56, 61
- Needs 8, 174
- Maslow's hierarchy of 9, 50, 173–174
- Negotiation 4, 8, 95–125
- Neurosis 37, 39, 252, 253
- and social skills 147
- Non-verbal signal 10, 85, 133, 134, 135, 137, 139, 142, 144
- Objective tests 33, 72
- Obsolescence and managers 209
- Occupational guidance 33, 81, 86–87
- Occupational therapist, role of 168–169
- Oedipus complex 41, 42
- Operant conditioning 74–75, 133
- Organizational behaviour 8, 10–11, 125, 155–191
- Organizations, climate of 2, 210
- definition of 155–161
- development of 185–187, 293
- Outcomes, nature of 178–179
- 16PF 32, 46
- Parent–child relationship 64, 232, 269
- Participative decision making 3, 215
- Pastoral counselling 269
- Perceptual defence 167

Index

- Performance, and drive 57–58
 methods of monitoring 105
- Personal construct system 21
- Personal space 85
- Personality 31–48
 characteristics of 22
 and learning 65
 ways of exploring 26
- Personality questionnaires,
 construction of 31–33
- Person-centred style 185
- Personnel officers as counsellors
 271
- Person perception 10, 131, 138
- Persuasion 131, 134
- Phobia 59, 253, 257, 258, 259
- Physique and temperament 45
- Pilot studies 90
- Play 227, 241
- Power 10
 in negotiating 120
 in organizations 171
- Pregnancy 226
- Prejudice 278
 in interviewing 86
- Pre-menstrual tension 253
- Parents, as counsellors 271
- Prisoners, social skills and 147
- Proactive behaviour 236, 244
- Problem solving, in negotiations
 110, 114
- Problem-solving groups 88, 95,
 110
- Process consultation 187
- Production technology 162–164
- Professionals, in organizations
 1, 159, 165, 189–192, 271
- Programmed learning 74–75
- Projective tests 33–34
- Propensities 44, 61
- Psychoanalysis 38–43, 265
 and counselling 286
- Psychometric tests 32, 37
- Psychosexual counselling 269
- Psychosexual development 40,
 41–42
- Psychosynthesis 287
- Psychotherapy 20, 24, 28, 53,
 91, 147, 273, 274, 286, 287
 and counselling 270, 286
- Psychoticism 37, 147
- Pulse rate and stress 205
- Punishment 25, 26, 183, 255,
 256
- Questionnaires, construction of
 personality 31–33
- Rational Emotive Therapy 12,
 239, 260–261, 287
- Reaction-formation 39–40
- Reality, acceptance of
 230–231
- Reality therapy 287
- Recognition and recall 69
- Redundancy counselling 207,
 242, 269, 286
- Regression 40
- Reinforcement 51, 59–61, 74,
 133, 142, 179–180, 183,
 262, 263, 264
- Relationship-building skills 271,
 281
- Relaxation 240–241
- Reliability of tests 34
- Repression 37
- Research interviewing 81, 85,
 90
- Retirement counselling 207,
 226, 242, 269
- Revision 70
- Rewards 2, 70, 74, 176, 179,
 180, 183
 and punishment 133, 254,
 262, 264, 265
- Role, in organizations 123,
 166–167
- Role conflict 11, 204, 205, 206,
 207
- Role-playing 10, 26–27, 86, 88,
 91, 131, 135, 141, 145, 147,
 148, 285
- Rorschach Test 33–34
- Rules of behaviour 131, 133,
 139–140
- Samaritans 294
- Schools, counselling in 269, 271
 social skills training in 148
 structure of 157
 and work transition 225

Index

- Selection, mode of 105
- Self, change in 18, 21 – 24, 25 – 26
- Self – assessment 87, 131
- Self-awareness 8, 9, 17 – 28, 86, 228, 274, 278, 291
- Self-disclosure 3, 143, 144
- Self-empowerment 278 – 279, 288, 289, 290, 292
- Self-esteem 52, 53, 65, 66, 142, 202 – 205, 210, 211, 285
- Self-help 12, 238, 245
- Self-instructional material 83
- Semiotic structure 141
- Sensitivity training 53, 187, 286
- Sentiments 44
- Sex, and counselling 273
 - and learning 67
- Sexual behaviour 19, 137, 143, 226, 252, 261
- Shop floor counselling 287
- Shop floor opinion 5, 7, 203
- Shop stewards, duties of 5 – 6, 7, 8, 9
 - as counsellors 271
- Situations, rules of 139
- Situational complexity 106
- Situationalism 46 – 47
- Skills 1, 83
 - coping 233 – 245
 - development of 275, 292, 293
 - social 131 – 148
 - tests of 87
- Small group behaviour 2, 131
- Smoking and stress 203, 204, 215
- Solicitors, as counsellors 271
- Social behaviour 8, 131 – 148, 181
- Social class 143
- Social comparison theory 177
- Social judgement 124
- Social power 11, 183, 189
- Social readjustment rating scale 226 – 228
- Social services, and counselling 269, 271, 294
- Social skills 10, 83, 131 – 148
 - and negotiation 123
 - at work 13
- Social skills training 86, 147 – 148, 187, 216
- Social workers 271
- Stereotypes 85, 143, 231, 238
- Strain, management of 233, 245
- Stress 3, 214, 229, 232, 234, 236
 - and decision conflict 121 – 122
 - and fitness 240
 - management of 215 – 216, 237
 - and managers 201 – 216
 - at work 8, 11 – 12
- Stress-related illness 11, 210
- Student counselling 269
- Study habits 64, 70
- Sublimation 39
- Subjective expected utility 116
- Suicide 242
- Super-ego 19, 38, 41
- Syntectics 244
- Systems theory 155, 270
 - and industrial relations 101 – 102
- T-groups 146
- Teaching, and counselling 270 – 271, 292
 - and learning 64 – 76
 - and social skills 147
- Teaching style 23
- Technocrat 3, 165, 172
- Technological change 161, 206, 291
- Temperament and physique 45
- Temperament tests 31 – 33
- Thematic Apperception Test 34
- Thinking, Bloom's taxonomy of 71
- Thought stopping 259 – 260
- Thurston scales 35 – 36
- Trade unions 1, 4 – 6
 - counselling in 286
- Training 13, 274
 - coping styles and 245
 - social skills 131 – 148
 - of test scorers 34
- Trait theory 9, 22, 46 – 47, 58 – 59

Index

- Transactional analysis 287
- Transcendental Meditation 241
- Trauma, environmental 261
- Truants and counselling 289

- Ulcers and stress 201, 206
- Unconditional positive regard 270
- Unconscious 19, 38
- Unemployment counselling 290
- Universities, structure of 157
- Utterances 134, 135

- Values 12, 271, 278, 279

- Verbal behaviour 10, 85, 133, 134, 137, 147
- Visual aids, and teaching 68
- Wechsler Adult Intelligence Scale 81, 91
- Well-being 3, 207
- Work, rules of 98
 - stress in 11 – 12, 201, 203, 204
- Work targets 70
- Youth Employment Service 294
- Youth workers, as counsellors 271