

Organizational Behavior: Improving Performance and Commitment in the Workplace, 6e

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Chapter by Chapter Changes

Chapter 1: What Is OB? This chapter now opens with a wraparound case on IKEA. The case describes the personality of the company's founder, Ingvar Kamprad, as well as the values at play in the corporate culture. The case also describes some of the practices IKEA uses to maximize job satisfaction and motivation, along with some of its corporate social responsibility initiatives. The OB at the Bookstore selection has been changed to How to Have a Good Day. This book describes how research in psychology, neuroscience, and behavioral economics can be used to improve employee attitudes and behaviors.

Chapter 2: Job Performance—This chapter features a new wraparound case on General Electric (GE), which describes how and why the company's approach to managing employee job performance has changed. With a new emphasis on creativity and rapid innovation, GE abandoned formal annual job performance evaluations. Our OB at the Bookstore feature has been changed to Mastering Civility. This book overviews implications and costs of incivility in the workplace, and outlines steps that employees and managers can take to manage this form of counterproductive behavior. Our new OB on Screen feature, Sully, provides a glimpse of extraordinary job performance as well as the dilemma of distinguishing job performance behavior from results.

Chapter 3: Organizational Commitment—PwC serves as the wraparound case in this edition, spotlighting the things the company does to build loyalty among Millennials. The case also describes studies that PwC performed on what Millennials value at work, and how those studies match the findings of scientific research. One key finding was that Millennials value leisure time more than prior generations. That insight triggered a new initiative at PwC where managers work with employees to chart out a schedule that suits them.

Chapter 4: Job Satisfaction—This chapter's wraparound case now highlights Publix, the Florida-based supermarket chain. Publix does a number of things to keep their employees satisfied, including promoting from within, paying above market wages, and reimbursing tuition. The case also focuses on Publix's employee stock ownership plan and what owning a piece of the company can do for job satisfaction. The OB at the Bookstore selection is now The Power of Meaning, which contrasts the pursuit of short-term happiness with the pursuit of

long-term meaning. The book describes a number of ways to pursue meaning, including work that promotes a purpose. The OB on Screen feature examines the subjective nature of job satisfaction. Paterson depicts a bus driver who has a seemingly boring, repetitive job. Yet he winds up satisfied because it affords him free time for his passion in life: poetry.

Chapter 5: Stress—Honeywell is now featured in the wraparound case for this chapter. Honeywell has grown and evolved through mergers and acquisitions, and this has placed a variety of stressful demands on employees. The case describes how the company's response to a slowdown in one of its businesses created even more stress. Our OB on Screen feature has been changed to *Deepwater Horizon*. The film provides insight into the nature of role conflict and how it contributed to the largest marine oil spill in U.S. history. The bestselling book, *Work Without Stress*, is now our OB at the Bookstore feature. The authors argue that rumination is responsible for turning demands into stress, and thus, the whole key to managing stress, is to stop ruminating. The authors provide many suggestions for putting this rather provocative idea into practice.

Chapter 6: Motivation—This chapter now opens with a wraparound case on Google. The case describes exactly how Google evaluates and compensates its employees so that it can motivate them. The case also describes Google's philosophy on "star" employees, including how to retain talent that contributes fundamentally more than the norm. The OB on Screen feature focuses on psychological empowerment using *Star Trek Beyond*, where Captain Kirk struggles with purpose given the monotony of his job and the infinite vastness of space. The OB at the Bookstore focuses on *Deep Work*, a form of work that requires a distraction-free state that pushes the limits of one's ability. The book argues that deep work is increasingly vital in a knowledge economy, but several factors conspire to limit the motivation to perform such work.

Chapter 7: Trust, Justice, and Ethics—SeaWorld serves as the wraparound case for the revised chapter. The case spotlights the controversies over the park's orca shows that have caused it to phase out those attractions. The case also describes how corporate ethics are often shaped by a combination of public pressure and government intervention. The Founder is the OB on Screen selection for the chapter. The film details how Ray Kroc wrested control over McDonald's from the brothers who founded the company, including performing actions that the brothers deemed unethical. The OB at the Bookstore selection is now *Radical Candor*, which describes how trust can be cultivated by a combination of caring personally, but also challenging directly. Of course, the latter component is difficult for many managers, so the book provides some specific tips for improvement.

Chapter 8: Learning and Decision Making—Bridgewater Associates and the highly unique "radical transparency" philosophy established by hedge fund manager and founder Ray Dalio serves as the wraparound case in this edition. The case describes how Bridgewater is attempting, by using decisions made by people in the organization paired with organizational "principles," to develop a software system that will make the majority of management decisions after Dalio is gone. The OB on Screen feature now focuses on *The Big Short*, highlighting how decision-making errors were at the core of the financial crash of 2008. A new OB at the Bookstore feature highlights *Peak* and the development of expertise through deliberate practice. The chapter also includes a number of research updates as well as several new company examples.

Chapter 9: Personality and Cultural Values—This chapter's wraparound case is now the Chicago Cubs. The case describes the personality traits that Theo Epstein, the club's president, looked for to turn around the losing history of the franchise. *La La Land* is the chapter's OB on Screen selection, with the film spotlighting a musician who possesses high openness to experience but low conscientiousness. He's therefore talented with his music, but finds it difficult to hold down a job. The OB at the Bookstore selection is *Grit*, which focuses on a personality trait that represents a combination of passion and perseverance. It is the "gritty" employees that remain resilient and determined in the face of adversity.

Chapter 10: Ability—This chapter’s wraparound case now features the Federal Bureau of Investigation (FBI). The case describes how various jobs at the FBI require unique abilities, and how the organization ensures that agents possess these abilities when they’re hired. The case also discusses how the FBI introduced annual physical fitness testing to deal with the potential erosion of physical abilities after agents are hired. Humility is the New Smart is now our OB at the Bookstore feature. The authors argue that jobs are quickly being replaced by smart machines, and following from this, the definition of what it means to be smart is also changing. Specifically, the authors propose that being smart now involves interpersonal capacities, such as humility and putting others first, that promote cooperation and collaborative efforts. The new movie for our OB on Screen feature is *Hidden Figures*. This film provides vivid real-world examples of various quantitative abilities, and their role in the U.S. space program during the 1960s.

Chapter 11: Teams: Characteristics and Diversity—Whole Foods serves as the new wraparound case for this chapter. The case discusses how Whole Foods relies on teams, which are largely self-managed, at all levels of the organization. The case describes how existing teams are involved in the hiring of new team members. The OB on Screen feature now discusses the movie *Arrival*, which provides excellent examples of task, goal, and outcome interdependence. Inclusion is now discussed in our OB at the Bookstore feature. The author of this book describes how a special type of parallel team, the employee resource group or ERG, provides support and guidance to members of their communities who may be dealing with diversity- or inclusion-related challenges.

Chapter 12: Teams: Processes and Communication—This chapter includes a new wraparound case featuring Microsoft. Microsoft responded to an erosion of their position in the tech industry by restructuring around multidisciplinary teams. The case focuses on how Microsoft redesigned two buildings to inspire creativity and encourage collaboration among team members. The OB on Screen feature now centers on the movie *Spotlight*. This film illustrates how boundary-spanning activities are crucial to the effectiveness of a team of investigative reporters. Our OB at the Bookstore feature has been changed to *Smart Collaboration*. This book addresses the challenge of managing teams in the professional services industry, where highly specialized employees are typically not keen on collaborating.

Chapter 13: Leadership: Power and Negotiation—This chapter features a new wraparound case on Zappos’s move toward “holocracy”—a self-management oriented organizational structure. Tony Hsieh (CEO) expects this move to get rid of organizational politics and take away organizational forms of power, which should allow Zappos employees to manage themselves and make decisions for the right reasons. It isn’t going well. The chapter has been updated with new research including our decision to move “exchange” to a lower tier of effectiveness as an influence tactic based on a new meta-analysis. The new OB on Screen feature uses *Bridge of Spies* to illustrate what might lead one to take a competing style of conflict resolution in a negotiation. *Persuasion* is the new OB at the Bookstore feature, which focuses on the best way to set things up to be able to influence others.

Chapter 14: Leadership: Styles and Behaviors—The chapter begins with a new wraparound case featuring the consistent Mary Barra of General Motors. The opener and the case highlight Barra’s push to make GM’s culture shift from slow to fast. Several examples, including Barra’s push toward her vision of autonomous cars, highlight her transformational leadership style. A new OB at the Bookstore feature highlights Sydney Finkelstein’s *Superbosses*, which is a unique book that ends up being more about transformational leadership than it lets on. The new OB on Screen is *The Martian*, which gives students a chance to utilize the time-driven model of leadership to see if the leader made the correct decision in the movie. The chapter includes a number of new research findings as well as updated company examples, including organizations such as American Apparel, Chobani, and GoPro.

Chapter 15: Organizational Structure—Apple is the focus of this chapter’s new wraparound case that highlights the company’s dogged determination to stay with the functional structure that has served them well for so long amid lots of pressure to change. A number of new company examples such as Facebook, Chipotle, and Cargill have been added as well as the introduction of “Dunbar’s number” (150), which a number of companies pay attention to when it comes to size and structure. A new OB at the Bookstore features *The Silo Effect*, which illustrates the trials and tribulations of how organizational structure (and culture) plays havoc with our perceptions and ability to communicate inside an organization.

Chapter 16: Organizational Culture—This chapter has a new wraparound case that focuses on both Delta and United. The case spotlights the differences in the cultures at the two carriers—differences that can explain specific actions and their larger reputations. The OB at the Bookstore feature now highlights *Originals*, a book that describes the kinds of people who “go against the grain” by performing creative acts. Many organizations try to foster a culture that encourages such originality. The OB on Screen selection is now *The Circle*, a film that spotlights a faux Silicon Valley corporation whose work is ethically murky. The film provides a vivid example of several elements of organizational culture. A number of new company examples such as Wells Fargo, Cirque du Soleil, and Whataburger have been added.

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