# Working with others
## - suggestions for further reading -

Here is a list of readings loosely related to the topic of working with others, in case you want to explore further. Most titles are self-explanatory. Where they are not self-explanatory, I added a brief description in brackets at the end of the reference.

Paulo N. Lopes, Ph.D.

*Faculty of Economics and Management*
*Catholic University of Portugal*
*Palma de Cima, Lisbon 1649-023, Portugal*
*Email: paulo.lopes@fcee.ucp.pt*
*Web pages: http://Lopes.socialpsychology.org/*
*http://www.fcee.lisboa.ucp.pt/docentes/url/paulolopes/*

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Personal and professional development

Argyris, C. (1991, May-June). Teaching smart people how to learn. Harvard Business Review, 99-109. Boston, MA: Harvard Business School Publishing.*

Bunker, K. A., Kram, K. E., & Ting, S. (2002, December). The young and the clueless. *Harvard Business Review,* 3-9. [On the importance of having young managers develop people skills.]*

Conger, J. A., & Toegel, G. (2003). Action learning and multi-rater feedback as leadership development interventions: Popular but poorly deployed. *Journal of Change Management, 3,* p332-349. *

Ericsson, K. A., Prietula, M. K. , & Cokely, E. T. (2007, July). The making of an expert. *Harvard Business Review, 85*. *

Heatherton, T. F., & Weinberger, J. L. (Eds.). (1994). *Can personality change?* Washington, DC: American Psychological Association. [Academic.]

Marsick, V. J., & Sauquet, A. (2000). Learning through reflection. In M. Deutsch & P. T. Coleman (Eds.), *The handbook of conflict resolution: Theory and practice* (pp. 382-400). San Francisco: Jossey-Bass.

McCall, M. W. Jr., Lombardo, M. M., & Morrison, A. M. (1988). *Lessons of experience: How successful executives develop on the job.* New York: Free Press.

Rogers, C. R. (1961/2004). *On becoming a person.* London: Constable. [Read chapter 2: "Some hypotheses regarding the facilitation of personal growth".]

Zenger, J., & Folkman, J. (2002). *The extraordinary leader: Turning good managers into great leaders.* New York: McGraw-Hill.

## Interpersonal communication

Athos, A. G., & Gabarro, J. J. (1978). Interpersonal behavior. Englewood Cliffs, NJ: Prentice-Hall. (Chapters 8-10 on listening skills / helping and understanding another).

Butler, T., & Waldroop, J. (2004, June). Understanding "people" people. *Harvard Business Review,* 78-86. *

Cialdini, R. B. (1993). *Influence: The psychology of persuasion.* New York: William Morrow.

Conger, J. A. (1998, May-June). The necessary art of persuasion. *Harvard Business Review,* 84-95. *

Dillard, J. P., & Marsall, L. J. (2003). Persuasion as a social skill. In J. O. Greene & B. R. Burleson (Eds.), *Handbook of communication and social interaction skills* (pp. 479-513). New York: Lawrence Erlbaum.

Greene, J. O., & Burleson, B. R. (Eds.). (2003). *Handbook of communication and social interaction skills.* New York: Lawrence Erlbaum.

Hargie, O., & Dickson, D. (2004). *Skilled interpersonal communication: Research, theory and practice* (4th ed.). Hove, UK: Routledge.

Williams, G. A., & Miller, R. B. (2002). Change the way you persuade. *Harvard Business Review.* *

## Nonverbal communication

Davis, M. H. (1994). *Empathy: A social psychological approach.* Madison, WI: Brown & Benchmark. [Academic/research.]

Ekman, P. (2003). *Emotions revealed.* New York: Times Books. [Written for a wide audience, about decoding facial expression of emotion and managing emotions.] *

Gladwell, M. (2005). *Blink: The power of thinking without thinking.* London: Allen Lane. [Bestseller - on nonverbal communication, intuition, and first impressions.] *

Hargie, O., & Dickson, D. (2004). *Skilled interpersonal communication: Research, theory and practice* (4th ed.). Hove, UK: Routledge. [Read chapter 3 on nonverbal communication.]

Knapp, M. L., & Hall, J. A. (2010). *Nonverbal communication in human interaction* (7th ed.). Wadsworth. [Academic.] *

## Teamwork

Hackman, J. R. (2002). *Leading teams: Setting the stage for great performances.* Boston, MA: Harvard Business School Publishing.*

Harvard Business School Publishing. (2004). *Creating teams with an edge: The complete skill set to build powerful and influential teams.* Boston, MA: Harvard Business School Publishing.

Thompson, L. (2000). *Making the team.* Prentice Hall: New Jersey. *

Note: You can download papers on teamwork by Richard Hackman from his website: go to www.people.fas.harvard.edu/~hackman/, then click on "publications".

## Managing conflict and negotiation

Baumeister, Roy F., & Stillwell, A., & Wotman, S. R. (1990). Victim and perpetrator accounts of interpersonal conflict: Autobiographical narratives about anger. *Journal of Personality and Social Psychology, 59,* 994-1005. [Research.] *

Berkowitz, L. (2003). Affect, aggression, and antisocial behavior. In R. J. Davidson, K. R. Scherer, & H. H. Goldsmith (Eds.), *Handbook of affective sciences* (pp. 804-823). New York: Oxford University Press. [Research.]

Canary, D. J. (2003). Managing interpersonal conflict: A model of events related to strategic choices. In J. O. Greene & B. R. Burleson (Eds.), *Handbook of communication and social interaction skills* (pp. 515-549). New York: Lawrence Erlbaum.

Deutsch, M., & Coleman, P. T. (Eds.) (2000). *The handbook of conflict resolution: Theory and practice.* San Francisco: Jossey-Bass.

Fisher, R., & Ury, W. (1981). *Getting to yes: Negotiating agreement without giving in.* Great Britain: Hutchinson Business. *

Galinsky, A. D., Maddux, W. W., Gilin, D., & White, J. B. (2008). Why it pays to get inside the head of your opponent: The differential effects of perspective taking and empathy in negotiations. *Psychological Science, 19,* 378–384. *

Lerner, J. S., & Tiedens, L. Z. (2006). Portrait of the angry decision-maker: How appraisal tendencies shape anger's influence on cognition. *Journal of Behavioral Decision Making, 19,* 115-137. [Research.] *

Thompson, L. (2001). *The mind and heart of the negotiator* (2nd ed.). Upper Saddle River, NJ: Prentice-Hall.*

Emotional intelligence

Ekman, P. (2003). *Emotions revealed.* New York: Times Books. [On decoding facial expression of emotion and managing emotions.] *

Goleman, D. (1995). *Emotional intelligence.* USA: Bantam Books.

Goleman, D. (1995). *Inteligência Emocional.* USA: Bantam Books. *

Goleman, D. (1998). *Working with emotional intelligence.* New York: Bantam.

Harvard Business School Publishing. (2004, January). Leading by feel (voices). Harvard Business Review, 1-10. [Multiple opinions about emotional intelligence.] *

Huy, Q. N. (2000). Emotional capability and corporate change. In Financial Times (Eds.), *Mastering strategy: The complete MBA companion in strategy* (pp. 306-311). Financial Times. *

Lopes, P. N., & Salovey, P. (2008). Emotional intelligence and leadership: Implications for leader development. In C. L. Hoyt, G. R. Goethals, & D. R. Forsyth (Eds.), *Leadership at the crossroads (Vol. 1): Psychology and leadership* (pp. 78-98). Westport, CT: Praeger.

Mayer, J. D., Salovey, P., & Caruso, D. (2008). Emotional intelligence: New ability or eclectic traits? *American Psychologist, 63,* 503-517. *

Salovey, P. (2001). Applied emotional intelligence: Regulating emotions to become healthy, wealthy, and wise. In J. Ciarrochi, J. Forgas, & J. D. Mayer (Eds.), *Emotional intelligence in everyday life: A scientific inquiry* (pp. 168-184). Philadelphia, PA: Psychology Press.

Managing emotions

Baumeister, R. F., Dale, K., & Sommer, K. L. (1998). Freudian defense mechanisms and empirical findings in modern social psychology: Reaction formation, projection, displacement, undoing, isolation, sublimination, and denial. *Journal of Personality, 66,* 1081-1124. *

Baumeister, R. F., Heatherton, T. F., & Tice, D. M. (1994). *Losing control: How and why people fail at self-regulation.* San Diego, CA: Academic Press. [Academic, but manageable.]

Boehm, J. K., & Lyubomirsky, S. (2008). Does happiness promote career success? *Journal of Career Assessment, 16,* 101-116. [Academic.]

Ekman, P. (2003). *Emotions revealed.* New York: Times Books. [Read chapter 3: "Changing what we become emotional about", pp. 38-51.] *

Myers, D. G. (1993). *The pursuit of happiness.* New York: Avon Books.

Myers, D. G., & Diener, E. (1995). Who is happy? *Psychological Science, 6,* 10-19.

Pennebaker, J. W. (1997). *Opening up: The healing power of expressing emotions.* New York: The Guilford Press. [On emotional expression and inhibition, and the advantages of writing or talking about difficult experiences.]

Pennebaker, J. W. (1997). Writing about emotional experiences as a therapeutic process. *Psychological Science, 8,* 162-166.

Rimé, B. (2007). Interpersonal regulation of emotion. In J. J. Gross (Ed.), *Handbook of emotion regulation* (pp. 466-

485). New York: Guilford Press.

Sapolsky, R. M. (2000). *Why zebras don't get ulcers: An updated guide to stress, stress-related diseases, and coping.* New York: W. H. Freeman. [Academic but manageable.] *

Seligman, M. E. (1990). *Learned optimism.* New York: Pocket Books.

Taylor, S. E. (1986). *Positive illusions: Creative self-deception and the healthy mind.* New York: Basic Books.

Tice, D. M., & Baumeister, R. F. (1993). Controlling anger: Self-induced emotion change. In D. M. Wegner & J. W. Pennebaker (Eds.), *Handbook of mental control* (pp. 393-409). Englewood Cliffs, NJ: Prentice-Hall. [Academic, but manageable.]

Zillmann, D. (1993). Mental control of angry aggression. In D. M. Wegner & J. W. Pennebaker (Eds.), *Handbook of mental control* (pp. 370-392). Englewood Cliffs, NJ: Prentice-Hall. [Academic, but manageable.]