Index

3M Corporation, 24

Abagnale, Frank, Jr, 163, 164, 176
Aboriginal Australians, 161–2
Abraham, David, 238
Abrams, Dominic, 10, 11, 142–5, 149, 230, 246, 250
Abu-Ghraib (Iraq), 121
abuse, 325
Iraqi prisoners, 120–1
academics, fake, 158
accountability
effects, 145
public, 145
roles, 145
see also ingroup accountability
accrual criteria, leadership, 244, 245–6
accrual hypothesis, 247
support for, 246–7
achievement goals
influencing, 45
promotion, in universities, 46
research, 42, 47
and socio-cognitive conflict, 44
active behaviour, 132
Adarves-Yorno, I., 252
adults
group norms, 154

subjective group dynamics, 154
advocacy
for diversity, social change through, 192–4
for superiority, 194
for uniformity, 194
affirmative action, attitudes towards, 225
African Americans, 171, 275, 276–7
see also blacks
age
and differential evaluation, 149
and intergroup bias, 149
aggressive obedience, 269
air-surveillance paradigm, 81–2
modified version, 82
alcohol
consumption, 228–9
policies, 227–8, 233
Allen, V. L., 267–8, 270
Allport, G., 190
alternative points of view, organisations
and, 29
American troops, 120–1
Ames, G. J., 39
Anand, V., 311
anthropologists, celebrity, 160
anti-Nazi resistance, fake members, 167
anti-norm future, 247
anti-norm targets, 246–7
anti-normative behaviour, 11, 100, 182
anti-normative opinions, 182
apartheid, 282–3, 326
Apodaca, Cooper & Madder v. Oregon (1970), 23
appeals, 207–8
apples, use of term, 170
applicant evaluation, student leaders, 106–9
appreciation, and differences, 190–2
Asch, S. E., 1, 17, 207, 219, 270, 326, 328
conformity paradigm, 266–7
Asch paradigm, 18
aschematics, 202–3
definition, 202
Ashforth, B. E., 311
assimilation, vs. multiculturalism, racial minorities, 194
asylum seekers
attitudes towards, 222–3
studies, 246–8
atrocities, 325
attention seekers, dissenters as, 20
attitude certainty, indicators, 231
attitude change
influence and, 17
and shift to cognition, 20–1
attitudes
descriptive norm deviants, 222, 231
good leaders, 245–6
perceptions, 227–8
political, 222, 223
prescriptive norm deviants, 222, 231
and social norms, 222
attraction scales, 276
attrition
internal, 242
and leadership, 241–2, 249–50
processes, and phase effects, 250
see also dispositional attribution; situational attribution
audiences
different, 99–100
ingroups, 100–1
outgroup, 99
placating, 99
power of, 101
support of, 99
Auschwitz (Poland), 326–7
Australia
Aboriginals, 161–2
claytons, 170
elections, 252
history thieves, 167
reform movements, 24
shape shifters, 161–2
authenticity
group membership, 158
minorities, 175
authoritarians
dissenters as, 293
rebels as, 10
authority, rebelling against, 11
autocratic leaders, 80
Baker, Mary (Princess Caraboo), 161, 176
bananas, use of term, 170
Barry, James, 160–1, 162, 163, 176
Basra (Iraq), 127
Bassili, J. N., 219–20
Bateson, G., 261
BBC see British Broadcasting Corporation (BBC)
BBC Prison Study (BPS), 12, 327, 330–8
contributions, 338–9
issues, 339
resistance in, 334, 335
behaviour
active, 132
anti-normative, 11, 100, 182
<table>
<thead>
<tr>
<th>Term</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>corporate criminal</td>
<td>303</td>
</tr>
<tr>
<td>entrapment</td>
<td>80</td>
</tr>
<tr>
<td>group members</td>
<td>5, 289</td>
</tr>
<tr>
<td>group normative</td>
<td>98</td>
</tr>
<tr>
<td>harmful</td>
<td>120</td>
</tr>
<tr>
<td>helping</td>
<td>63</td>
</tr>
<tr>
<td>high identifiers</td>
<td>126–7</td>
</tr>
<tr>
<td>illegal corporate</td>
<td>303</td>
</tr>
<tr>
<td>and independent self-beliefs</td>
<td>211</td>
</tr>
<tr>
<td>in intergroup settings</td>
<td>97</td>
</tr>
<tr>
<td>in intragroup settings</td>
<td>97</td>
</tr>
<tr>
<td>low identifiers</td>
<td>126–7</td>
</tr>
<tr>
<td>moral vs. immoral</td>
<td>125–6</td>
</tr>
<tr>
<td>normative</td>
<td>182</td>
</tr>
<tr>
<td>organisational</td>
<td>18</td>
</tr>
<tr>
<td>patriots</td>
<td>126</td>
</tr>
<tr>
<td>and self-beliefs</td>
<td>208, 214</td>
</tr>
<tr>
<td>self-directed</td>
<td>213–14</td>
</tr>
<tr>
<td>small-group</td>
<td>136</td>
</tr>
<tr>
<td>social contexts</td>
<td>122</td>
</tr>
<tr>
<td>traitors</td>
<td>126</td>
</tr>
<tr>
<td><em>see also</em> deviant behaviour; ingroup</td>
<td></td>
</tr>
<tr>
<td>normative behaviour</td>
<td></td>
</tr>
<tr>
<td>innovative behaviour</td>
<td></td>
</tr>
<tr>
<td>newcomer behaviour</td>
<td></td>
</tr>
<tr>
<td>organisational behaviour (POB) model; social behaviour</td>
<td></td>
</tr>
<tr>
<td>behavioural style</td>
<td>82</td>
</tr>
<tr>
<td>Berger, J.</td>
<td>208</td>
</tr>
<tr>
<td>bias</td>
<td>226</td>
</tr>
<tr>
<td>intragroup, high identifiers</td>
<td>240</td>
</tr>
<tr>
<td><em>see also</em> conformity bias; ingroup bias;</td>
<td></td>
</tr>
<tr>
<td>intergroup bias</td>
<td></td>
</tr>
<tr>
<td>binge-eating, studies</td>
<td>221–2</td>
</tr>
<tr>
<td>Birchmeier, Z.</td>
<td>120</td>
</tr>
<tr>
<td>black sheep</td>
<td>9, 183</td>
</tr>
<tr>
<td>definition</td>
<td>159</td>
</tr>
<tr>
<td>groups and</td>
<td>2</td>
</tr>
<tr>
<td>and impostors compared</td>
<td>159</td>
</tr>
<tr>
<td>black sheep effect</td>
<td>97, 140, 239</td>
</tr>
<tr>
<td>and prescriptive norms</td>
<td>145</td>
</tr>
<tr>
<td>research</td>
<td>138</td>
</tr>
<tr>
<td>blacks</td>
<td></td>
</tr>
<tr>
<td>labels</td>
<td>168</td>
</tr>
<tr>
<td>politicians</td>
<td></td>
</tr>
<tr>
<td>as traitors</td>
<td>169</td>
</tr>
<tr>
<td><em>see also</em> African Americans</td>
<td></td>
</tr>
<tr>
<td>Blair, Tony</td>
<td>244</td>
</tr>
<tr>
<td>as political traitor</td>
<td>169</td>
</tr>
<tr>
<td>Blair Revolution</td>
<td>244</td>
</tr>
<tr>
<td>block voting</td>
<td>138</td>
</tr>
<tr>
<td>Bolsheviks</td>
<td>336</td>
</tr>
<tr>
<td>Bonanno crime family</td>
<td>165</td>
</tr>
<tr>
<td>Bond, R.</td>
<td>207</td>
</tr>
<tr>
<td>boundary transgressions</td>
<td>129</td>
</tr>
<tr>
<td>Bozic, Stretan (B. Wongar)</td>
<td>161–2</td>
</tr>
<tr>
<td>BPS <em>see</em> BBC Prison Study (BPS)</td>
<td></td>
</tr>
<tr>
<td>Bragg, B. W.</td>
<td>267–8</td>
</tr>
<tr>
<td>brainstorming tasks</td>
<td>85–6</td>
</tr>
<tr>
<td>Branden, N.</td>
<td>201</td>
</tr>
<tr>
<td>Branscombe, N. R.</td>
<td>57–8</td>
</tr>
<tr>
<td>Brasco, Donnie</td>
<td>165</td>
</tr>
<tr>
<td>Breakwell, G. M.</td>
<td>174–5</td>
</tr>
<tr>
<td>Brehm, J. W.</td>
<td>270, 328</td>
</tr>
<tr>
<td>Brewer, M.</td>
<td>185–6</td>
</tr>
<tr>
<td>Brigham Young University (US),</td>
<td>163</td>
</tr>
<tr>
<td>British Broadcasting Corporation (BBC),</td>
<td>121</td>
</tr>
<tr>
<td>collaborative studies, 332</td>
<td></td>
</tr>
<tr>
<td><em>see also</em> BBC Prison Study (BPS)</td>
<td></td>
</tr>
<tr>
<td>British troops</td>
<td>121, 127–8</td>
</tr>
<tr>
<td>Brown, Gordon</td>
<td>251–2</td>
</tr>
<tr>
<td>Brown, John</td>
<td>165</td>
</tr>
<tr>
<td>Buffalo Child Long Lance, Chief</td>
<td></td>
</tr>
<tr>
<td>(Sylvester Long), 161, 162, 171, 176</td>
<td></td>
</tr>
<tr>
<td>bullying</td>
<td>152–3, 270</td>
</tr>
<tr>
<td>group norms in</td>
<td>153</td>
</tr>
<tr>
<td>Butera, Fabrizio</td>
<td>153</td>
</tr>
<tr>
<td>bystanders, threats to, and defiance</td>
<td>273–7</td>
</tr>
<tr>
<td>Cameron, David</td>
<td>251–2</td>
</tr>
<tr>
<td>Cameron, L.</td>
<td>142–3, 149</td>
</tr>
</tbody>
</table>
Caraboo, Princess (Mary Baker), 161, 176

Catch Me If You Can (film), 163

CDT see cognitive developmental theory (CDT)

celebrity anthropologists, 160

central processing, vs. peripheral processing, 21

CEOs (chief executive officers), new, 238

Chaiken, S., 57

Challenger disaster, 315

change
determinants, 101
groups and, 109–11
ingroups and, 102, 103
and intragroup dissent, 54
leaders and, 238
as negative experience, 96
openness to, 100–9
political leaders and, 244
positional, 58
radical, 96, 103
resistance to, 96
and social identity theory, 329
status, within groups, 62–3
support for, 102, 103
use of term, in politics, 251–2
vs. continuity, in groups, 109
vs. stability, 132
see also attitude change;
compositional change;
membership change; social change
change agents, newcomers as, 78–9

Channel 4 (UK), 238

Chekhov, Anton, 264

chief executive officers (CEOs), new, 238

childhood
social exclusion in, 10, 135
social inclusion in, 10, 135

children
developmental subjective group dynamics model, 139–51
differential evaluation, 146
differential inclusion, 146
group loyalty norms, 150
group member evaluation, 140, 144
high identifiers, 144
ingroup accountability, 146
ingroup member evaluation, 136, 140–2
ingroup vs. outgroup members, 152
intergroup bias, 139
motivation, 140
multiple classification ability, 150, 151, 152
outgroup member evaluation, 136, 140–2
peer exclusion, 148
peer networks, 138
perspective-taking skills, 152
and prescriptive norms, 152
future research, 153
and public accountability, 145
responses
to normative cues, 143
to prescriptive norms, 135
social experience, 148–9, 152
social perspective taking, 147–8
social perspectives, 145
socio-cognitive conflict studies, 38–9
subjective group dynamics, 143–5
theory of mind, 148
theory of social mind, 148
understanding of deviance, 135–57
understanding of group dynamics,
135–57

Chiles, C., 22–3

Chinese, 165
troops, 281

Choi, Hoon-Seok, 9, 82, 86

Chong, D., 190
Christianity, and fish symbol, 166
Christians, 168–9
civil rights, issues, 17
classification skills, 152
classroom climate
  research, 45
  shaping, 45
claytons, 168, 170–1
  definition, 170
  origin of term, 170
Clegg, Nick, 252
closed groups, characteristics, 79
closet dwellers, 160, 165–6
  definition, 165
  motivation, 165
c-o-p-t-a-t-i-o-n, 314
co-action effects, 44
Coalition, 127
Cocking, C., 331
Cockney accent, 175–6
cocoanuts, use of term, 170
coding, 121
coercion, 314
cognition
  shift to
    attitude change, 20–1
    quality of performance and decision making, 21–3
  social, 202
cognitive activity
  majorities, 20
  minorities, 20
cognitive alternatives, 327, 330
to status quo, 333
cognitive conflict, 38
cognitive development, 36, 147
  and socio-cognitive conflict, 38–9
cognitive developmental theory (CDT), 139, 151
  adults vs. children, 139–40
cognitive dissonance, 263
cognitive stimulation, vs. lowered morale, 27
Cohen, Sacha Baron, 176
cohesion
  group, 80
  vs. strategic concern, 103
  in work groups, 56
collaborative tasks, 67–8
Collective, The, 201–2, 215
collective action, 334
collective consciousness, of communities, 3
collective deviation, 104
collective harm, 291
  perceptions, 291–2
collective identity, 96, 285, 291
collective interests, 294
  advancement, 283–4
collective resistance, 331–2
collective self-efficacy, 331
collective self-esteem, prerequisites, 173
collective success, threats to, 95–116
collective task performance, and job insecurity, 63
collective traditions, preservation, 109
collective welfare, 110
collectively oriented dissent, strong identifiers and, 288
collectivism, 122–3, 229
collectivist countries, 207
College Democrats, 222
comfort
  descriptive norm deviants, 224–30, 233
  predictors of
    perceived majority status, 226–8
    superior conformity, 224–6
  prescriptive norm deviants, 233
commitment
  and newcomer ideas, 80–1
  newcomers and, 56
  and role transitions, 74
  and social influence, 74
communication
  with deviants, 124–5
  group, 185–6
communities, collective consciousness
  of, 3
competence
  definition, 42
  development, 36
  establishment, 42
compositional change
  and dissent, 65
  effects
    on dissent and innovation in work
      groups, 54–72
    research, 64
  in existing positions, 57–8
  group members and, 62
  theory development, 65
  in work teams, performance
    advantages, 68
  see also membership change
compromise, 314
compulsion, 264
compulsive consumption, low vs. high
  independents, 206
concentration camps, 326–7
confederates, conforming, 270–1
conferral criteria, leadership, 244, 245–6
conferral effects, 247
conferral hypothesis, 247
conflict
  benefits of, 27, 28
  cognitive, 38
  as destructive, 29
  and dissent, 26
  dissent, and innovation in
    organisations, 25–8
emotional, 27
  epistemic, 41
  intergroup, 165
  intragroup, 26–7
  learning from, 36–53
  mitigation, 27–8
  negative consequences of, 25–6
  non-beneficial, 26–7
  of perceptions, 21
  process, 27
  relational, 41
  research, 26–7
  of responses, 21
  and self-competence, 40
  social, 192
  types of, 26–7
    complexity, 27
see also normative conflict; normative
  conflict model; relationship
  conflict; socio-cognitive
  conflict; task conflict
conflict regulation
  goals predicting, 42–5
  and mastery goals, 44
  measures, 43
  and performance goals, 44
  types of, 39–41
see also epistemic conflict
  regulation; relational conflict
  regulation
conformists, vs. team players, 29–30
conformity
  classic studies, 324–44
  consequences of, 2
  and context, 11
  and creativity, 29
  as default in groups, 2–3, 4
  defiance from, 266–8
  desirability, 18
  in educational settings, 37
  with group norms, 285
  high identifiers, 232
implicit, 210
and independence, 202
low identifiers, 232
loyal, 288, 289–90
motivations, 1
research, 131–2
social psychology perspectives, 37
strategic, 289
studies, 17
electric shocks in, 1–2
on trials, 1
uneasy, 289
vs. dissent, 28, 132
vs. innovation, 1
vs. non-conformity, 287
vs. preference-driven actions, 208
see also non-conformity; superior conformity
conformity bias, 325–6, 327–8
in social psychology, 324–7
conformity paradigm, 266–7
conformity pressures
defiance of, 12
in groups, 2
consensus, deviant group members vs., 238–9
Conservative Party (UK), 251–2
core values, 102
online surveys, 101–3
rebranding, 102
conservativeness, promotion, 252
consistency, importance of, 19
context
and conformity, 11
gender, 309
and non-conformity, 11
social, 122
structured learning, 8
see also educational settings
contextual cues, high identifiers and, 110
continuity
vs. change, in groups, 109
vs. strategic concern, 103
contrast effect, 44
control condition, 126–8
controversy, negative consequences of, 25–6
conventionality, majorities and, 22
conversion processes, induction, 20–1
conversion theory, 20–1
cooperation, 18
corner cutters, 160, 163–4
definition, 163
and shape shifters compared, 163
corporate criminal behaviour, 303
corruption, definition, 310–11
Cossacks, 336
counter-intelligence agents, 165
courage
importance of, 22–3
minorities, 22
Crandall, C., 221–2
creative thought, vs. performance, 27
creativity
and conformity, 29
and dissent, 24–6
and group performance, 85
social, 329–30
in workplace, 26
see also group creativity
crime, in society, 3
criminals, 129
criticisms
ingroup vs. out-of-group, 56
toleration, 121–2
cronyism, 308
cues
contextual, 110
specific, 57
status, 58
see also diffuse cues
cultural differences, studies, 213
cultural majorities, and cultural minorities compared, 184
cultural minorities, and cultural majorities compared, 184
cultural norms, and self-beliefs, 210
cultural values, low vs. high independents, 208–9
culture
ethical, 308–9
organisational, 308, 309
and personality, 214
roles, in labelling accuracy, 309
current state, 54–72
curricula vitae (CVs), fake, 163
‘damned if you do, damned if you don’t’ dilemma, 166
Darley, J. M., 270
Darnon, Céline, 8, 42–3
Darville, Helen (Helen Demidenko), 162
data arrays, 151
Davenport, Cory, 10
De Dreu, C. K. W., 26
de Moura, Georgina Randsley, 11
de-legitimising model, 268
deadlines, 28
decision making
  group, 60
  and shift to cognition, 21–3
  see also jury decision making
decision-making teams, high-quality, 26
defensive resentment, evidence of, 275
defensiveness
  roles, 271–7
  vs. deliverance, 261–80
defiance
  of conformity pressures, 12
  definitions, 261, 271
  and deviance, 261–6
  from conformity, 266–8
  from obedience, 268–9
  from social pressures, 266–71
  future research, 278
group perceptions of, 2
  in groups, 11–12, 259–344
  intolerance of, 6–7
  perceptions of, 9, 270–1
  positive functions of, 7
  processes, 7
  rebels, 267–8
  studies, 275
  and threats to bystanders, 273–7
  use of term, 265–6
  validity, 273–4
  vs. deviance, 265–6
defiant deviants, reactions to, 261–80
defiant rebels, 273–4
  rejection, 275
deliverance
  from social pressures, 266–71
  vs. defensiveness, 261–80
Demidenko, Helen (Helen Darville), 162
democratic leaders, 80
Democrats (US), 225–6, 231
demonstrations, 281
dependence, 2
  see also independence
dependent–schematic individuals, 202–3
depersonalisation, 242
derogation, 172, 173, 246–7
descriptive norm deviance, 220–2
  models, 232
descriptive norm deviants, 11
  attitudes, 222, 227–8, 231
  comfort, 233
  reasons for, 224–30
  group prototype, 220
  opinion expression, 222–4, 228
  determinants, 229
  use of term, 221–2
Index

Index

Descriptive norms, use of term, 221
destructive obedience, 268
development
  social, 147
  see also cognitive development; group
developmental model of subjective
  group dynamics, 10
developmental processes, 135
developmental psychological research, 153–4
developmental subjective group
  dynamics (DSGD) model, 136, 137
  accountability roles, 145
  children, 139–51
  goals, 141
  and group nous, 149–51
  motivational issues, 143
  multiple classification ability, 151
  paradigm, 140–2
  prediction testing, 142–3
  propositions, 140, 147
    testing, 143
  social developmental processes, 147–51
    and social experience, 148–9
    and social perspective taking, 147–8
    studies, 151–3
    underlying processes, 143–5
  variables, 152
deviance
  ambiguous, 264
  children’s understanding of, 135–57
  classes of, 261
  concept of, 96–7, 220–1
  and defiance, 261–6
  determinants, group norms, 122–4
  and differences, 183, 186
evaluation, 95–116
  external perspectives, 101
  functionality, 119
  and group membership, 96–7
  group perceptions of, 2
  in groups, 9–10, 93–178
    functionality, 128–30
  ignoring, 125–8
  and ingroup norms, 130–1
  intentional, 265
  in intergroup relationships, 10, 135
  intolerance of, 6–7
  issues, 117–34
  labelling, 131–2
  leader, 242–3
  and leadership, 240–2
  meaning of, 106
    alternative, 97–100
    in groups, 96–7
    multiple, 109–10
  as meaningful act, 110
  motivation, 121–2
  positive functions of, 7
  principled, 269
  processes, 7
  reactions to, 98
  reduction of, 6
  research, 96
  responses to, 9–10
    future research, 110
  rewards, 9
  social construction of, 261–2
  social psychologists and, 4
  in society, 3
  studies, 225–6
  unintentional, 265
  as victimhood, 263–4
  vs. defiance, 265–6
  vs. loyalty, 5
  see also descriptive norm deviance;
    prescriptive norm deviance
deviant behaviour, 97, 120–4
beneficial, whistle-blowing as, 304
and group identity, 129–30
ingroups and, 100–1
responses to, 125
deviant group members
roles, 97–8
vs. consensus, 238–9
deviant ingroup members, 239–40
deviant opinion expression, 230
deviant predicament, psychological
analyses, 262–3
deviants
attitude change, 19
attitudes towards, 6
communication with, 124–5
defiant, reactions to, 261–80
definition, 136–8
evaluation, 100–9
and group identity, 4–5
and group members, 9
and groups, 135
hostility towards, 120
ingroup, 97, 138
support for, 118–19
norm-violating, 104, 109
outgroup members, 138
as passive victims, 262
principled, 268
punishment, 119, 131
ingroup leniency, 128–9
strategic issues, 130–1
vs. forgiveness, 124–31
reclamation, 131–2
rejection of, 125
representations of, 109
responding to, 118–19, 131
social exclusion, 263
sociologists’ views of, 4
understanding, 110
see also descriptive norm deviants;
  prescriptive norm deviants
deviates, 262–3
Dietz-Uhler, B., 120
difference–normative transformation, 181
differences
acceptability, 187–8
and appreciation, 190–2
cultural, 213
and deviance, 183, 186
and diversity, 186
and group norms, 190–1
group perceptions of, 2, 10–11
in groups, 10–11, 179–257
  majority perspectives, 182–3
  minority perspectives, 183–6
intergroup, 230
intolerance of, 6–7
meaning of, 181–2
negotiation of, 181
in opinions, 181–2
  measures, 186
personality, 27
positive functions of, 7
processes, 7
reactions to, 182–3
  regulation, 190–1
stable majorities vs. stable minorities, 195
and tolerance, 190–2
vs. uniformity, 132, 194–5
different others
inferiority, 192
and new minorities, 191
differential evaluation
and age, 149
  calculations, 141–2
children, 146
  measures, 141
  studies, 142–3
differential inclusion
  calculations, 141–2
children, 146
expectations, 144
measures, 141, 147
and prescriptive norms, 149
and social perspective taking, 147–8
studies, 142–3
use of term, 140
differentiation
intergroup, 139
intragroup, 139
measures, 141
diffuse cues, 58, 59
vs. specific cues, 57
diffuse features, effects, 61
diffuse person characteristics, 56–7
diffuse similarity cues, 67
diffuse similarity expectations, effects of, 67
discrimination, 166
discussions
group, 124–5
productive, 28
disengagement, 317–18
weak identifiers and, 288
disidentification, new minorities, 191
dispositional attribution, new minorities, 191
and leadership role, 251
dissent, 110
characterisation, 282
collectively oriented, 288
and compositional change, 65
and conflict, 26
costs, 282–3
group-imposed, 292
and creativity, 24–6
culture of, 28–9
as dangerous, 86
as disturbing behaviour, 37
expression of, 58
finding value in, 17–35
group members and, 66
group perceptions of, 2
in groups, 8–9, 15–92
as high risk/high reward pursuit, 293
in hospitals, 26
and innovation, 68
intolerance of, 6–7
and learning, 37–8
and mastery goals, 8
minority, 26
motivation, 284
newcomers and, 8–9, 57, 62
obstacles to, 293–4
and performance goals, 8
personally oriented, 290
positive functions of, 7, 8
processes, 7
rebels and, 36
research, 25
sense of efficacy for, 294
social dilemmas as, 290
and social interaction, 38
and social issues, 23–30
stimulating properties, 25
strong identifiers and, 292
voice and, 54
voicing of, 28, 60
vs. conformity, 28, 132
weak identifiers and, 292
work groups and, compositional change effects, 54–72
see also intragroup dissent
dissent conflict, and innovation in organisations, 25–8
dissenters
as attention seekers, 20
as authoritarians, 293
extreme, 267, 271
motivation, 281
as obstacles, 20
punishment, 24
remaining silent, 26
responses to, moderation, 122–3
as rogues, 20
dissenters (Continued)
roles, 26
supporting, 270–1
dissenter’s dilemma, 281–4
social identity solutions, 281–301
empirical evidence, 290–2
distinctiveness, 20
leadership, 245–6
distress, measures, 206
divergent thinking, 76
minorities, 22
diversity
advocacy for, social change through, 192–4
and differences, 186
as group norm, 193
normative, 192–3
student, 107
diversity norms, 123, 184
doctors, fake, 160–1, 163
Dooley, R. S., 26
Drury, J., 331
dual-process model, 213
Duck, J. M., 242
Durkheim, Emile, 3, 5–6, 129
Durkin, K. D., 154
Durkin, K. D., 154
East Asia, 229
cultures, 204
educational organisations
functions, 45–6
roles, structuring, 45–6
educational settings
conformity in, 37
obedience in, 37
socio-cognitive conflict in, 36
eggs, use of term, 170
ego-depletion, 209
ego-involvement goals see performance goals
elections
Australia, 252
Presidential, 228–9, 238
United Kingdom, 244
electorate, preferences, 104
electric shocks, in conformity studies, 1–2
electronic identification, 163–4
elite decision-making groups, 25
Ellemers, Naomi, 8–9
emotional conflicts, 27
emotional support, 80
empirical testing, 12
employees, and truth, 28
empowerment, sense of, subordinates, 80
England/Germany soccer studies, 148–9
Enron Corporation, 28, 315
entrapment behaviour, 80
entrepreneurs of identity, concept of, 242
environment, preservation of, 187–8
epistemic conflict, studies, 41
epistemic conflict regulation
and mastery goals, 42–3, 44
research, 41
use of term, 40
epistemic regulation, and mastery goals, 36–7, 47
equality, and social change, 192
Erikson, K. T., 3, 4, 126, 129
ethical principles, violation, 126–7
ethics committees, 126–7
ethics policies, violations, 127
ethnic majorities, 162
ethnic minorities, 162
ethnic shape shifters, 162–3
Europe
societies, 208
see also Western Europe
European social psychology, 328
ex-leaders, 11, 243–4
exclusion, avoidance, 138
Exeter University, 106–9
existing group members see old-timers
expectations, of others, 56–7
expert status
newcomers, 60–2
as resource, 60
exterminations, 181
external perspectives
deviance, 101
ingroups, 103
extreme dissenters, 267, 271
eye-of-the-beholder impostors, 167–71, 176
definition, 159, 167–8
factions
size
factors, 77
maximisation, 78–9
failing groups, 80
false-belief tasks, 148
Faucheux, C., 18–19
Federal Bureau of Investigation (FBI) (US), 165
Feick, L., 207–8
FEMA (United States Federal Emergency Management Agency), 308
Fielding, K. S., 238–9, 242, 245
fish symbol, Christianity and, 166
forgiveness, vs. punishment, deviants, 124–31
Fortune 500 companies, top management teams, 25
Frable, D. E. S., 166
France, 149
freedom, reminder of, 274
French, intergroup bias towards, 149
French Revolution (1789), 336
Fryxell, G. E., 26
functional antagonism, 138–9
future, desired, 54–72
future success, chance of, 102, 103
Galatea effect, 60, 67
Galts, 215
gays
authenticity studies, 174
denials, 165–6
labels, 168
politicians, as traitors, 169
Geen, R. G., 269
gender
fake, 160–1, 165
and leadership, 111
gender context, 309
gender segregation, 138
Geneva Convention, 128
genocide, 325
German Army, 117
Germany, 117–18, 129, 148–9, 336
see also Nazis
goals
clear, and innovation, 80
endorsed, 43
group-based, 20, 100
ingroups, 100, 101
instrumental, 99
learning, 42
manipulated, 44
newcomers, 75
strategic, 99–100
types of, 42
see also achievement goals; mastery goals; performance goals
Goffman, Erving, 171–2
Notes on the Management of Spoiled Identity (1963), 262
Goncalo, Jack, 8, 29
good leaders
  attitudes, 245–6
  characteristics, 245–6
Grass, Günter, 117–18, 120, 122, 129
Greeks, 164
Griffin, John Howard, Black Like Me, 162
group acceptance, 58
group behaviour, patterns, 291
group boundaries, permeability, 333
group climate, newcomers and, 80
group cohesion, newcomers and, 80
group communications, studies, 185–6
group consensus, importance of, 138
group creativity, 74
  newcomer influence on, 85–6
  and productivity, 8
group decision making, processes, 60
group development
  definition, 79–80
  newcomers and, 79–80
group discussions, 124–5
group distinctiveness, 230–1
group dynamics, 73–4
  children’s understanding of, 135–57
  and social change, 188
  subjective, developmental model of, 10
  temporal nature of, 10
  see also subjective group dynamics
    (SGD)
group equilibrium, undermining, 5
group functioning, 148
group goals, obstacles to, 20
group identification, 123
  moderating role of, 231–3
group identity, 98
  clarification, 129
  and deviant behaviour, 129–30
  deviants and, 4–5
  displays of, 99
distinctiveness, 173
  and leaders, 241
  salience, 250
  undermining, 5
  uniqueness, 173
group inclusion processes, 147
group leaders, 99
  impacts, 80
  judgements about, 246
group life
  temporal aspects of, 73
  vs. individuality, 7
group loyalty, 2, 12
  newcomers and, 56
group loyalty norms
  children, 150
  and social perspective taking, 151
group members
  attitude perceptions, 227–8
  behaviour, 289
  vs. reality, 5
  and compositional change, 62
  core values, 103
  deviant vs. conforming, 4
  and deviants, 9
  and dissent, 66
  evaluation, by children, 140, 144
  group norm adherence, 224
  identification, 286–7
  and leaders, deviation from group norms, 238–57
  loyalty, 123
  and moral high ground, 10
  perceptions, 233–4
  in peripheral positions, 57–8
  roles, 7
  self-esteem, 57–8
  self-worth, 63, 232
  strategic goals, 99–100
  see also ingroup members;
    newcomers; old-timers;
    outgroup members
group membership
  authenticity, vigilance about, 158
  and deviance, 96–7
  fuzzy properties, 168
  importance of, 63
  and objective impostors, 160
  phases, 74
  socialisation phase, 74–5
group normative behaviour, 98

Group norms
  adherence, 224
  adults, 154
  in bullying, 153
  challenges to, 7, 77
  conformity with, 285
  as determinants of deviance, 122–4
  deviation from, 100
    leaders and, 238–57
  and differences, 190–1
  diversity as, 193
  enforcement, 10
  harmful, perceptions, 291–2
  importance of, 122
  manipulation, 122–3, 252
  and moral high ground, 12
  and opinion expression, 220–4
  responses to, and normative conflict
    model, 287–8
    roles, 251–2
    types of, 220–1
    understanding of, 150–1

Group nous
  concept of, 136
  definition, 136
  development, 152
  and developmental subjective group
    dynamics model, 149–51
  use of term, 136, 149
  value of, 136–8

Group opinions, studies, 186

Group orthodoxy, challenges to, 76

Group performance
  and creativity, 85
  effects on
    negative, 73
    positive, 73
  improvements, 75–6
  and mutual expectations, 64–5
  newcomer effects on, 56, 75
  and social status, 84–5

Group prior performance
  and group strategy choice, 81–2
  impacts, 82
  and newcomer behaviour, 82–3
  and newcomer ideas, 80–1

Group process research, 6

Group productivity, 77

Group prototypes, 186
  and leadership, 241

Group relations, redefinition, 329–30

Group salience, 241

Group socialisation theory, 9, 74–5, 76

Group solidarity, as stigma buffer, 175

Group strategy choice, and group prior
  performance, 81–2

Group-important issues
  evaluation, 181–2
  opinions on, 182

Groups
  becoming different within, 189–92
  becoming normative within, 186–9
  and black sheep, 2
  change and, 109–11
  characteristics, 76–7, 79–81
  closed, 79
  conformity as default in, 2–3, 4
  conformity pressures in, 2
  continuity vs. change, 109
  defiance in, 11–12, 259–344
  deviance in, 9–10, 93–178
    functionality, 128–30
    meaning of, 96–7
  and deviants, 135
  differences in, 10–11, 179–257
groups (Continued)

majority perspectives, 182–3
minority perspectives, 183–6
dissent in, 8–9, 15–92
failing, 80
goals, assumptions, 4–5
high-performing, 28
impostors within, 10, 158–78
individual agency in, 7
individual distinctiveness within, 7
interactive studies, 60–2
merits, evaluation, 286–7
moral stance of, 9–10
newcomers in, 8–9
obedience pressures in, 2
Orwellian, 5
peer, 326
perceived variability, 123
perceptions
of defiance, 2
of deviance, 2
of differences, 2
of dissent, 2
of others within, 10
prior moral records, 126–7
rebellion in, 2
and rebels, 135
size factors, 224
social psychological research,
  2–3
status change within, 62–3
stigmatising, 262
succeeding, 80
survival of, 129
and transgressions, 128–9
in transition, 181–200
views of, 6–7
see also ingroups; interacting groups;
  outgroups; political groups;
  rebels in groups; superordinate
groups; work groups
guards see prison guards

Hains, S. C., 241–2
Hannover, B., 206
Hanssen, Robert Philip, 165
harm see collective harm; personal
  harm
Haslam, S. Alexander, 12, 242, 252
Hawke, Bob, 252
Hayden, Bill, 252
helping behaviours, and job insecurity,
  63
heroes, vs. rogues, 17–35
heuristic processing, vs. central
  processing, 21
Hewstone, M., 21
hidden profile tasks, 59
high identifiers, 103
  behaviour, 126–7
  characteristics, 106
  children, 144
  conformity, 232
  and contextual cues, 110
  external pressures, 110
  intergroup bias, 240
  intragroup bias, 240
  minority opinions, 232
  motivation, 110
  opinion expression, 232–3
  political groups, 106
  preferences, 104–6
  and self-definition traits, 211
  strategic choice, 108
  strategic thinking, 107–8
  vs. low identifiers
    moral high ground, 128
    rule breaking, 127–8
see also strong identifiers
high independents
acting independently, 206–9
compulsive consumption, 206
cultural values, 208–9
motivation, 206
psychology of, 205–6
self-beliefs, 213–14
sociability, 207
and societal norms, for appropriate behaviour, 211
use of term, 205
high-performing groups, task conflict, 28
higher-level-conflict condition, 39
historical continuity, 102, 103
history thieves, 160, 166–7
definition, 166–7
motivation, 167
HIV/AIDS, stigma, 166
Hoey, S., 166
Hogg, M. A., 238–9, 241–2, 245
Hollander, E. P., 242, 247
Holocaust, 2, 167
homosexuals see gays
Hopkins, N., 242
horizontal hostility, definition, 175
Hornsey, Matthew, 9–10, 122, 232
hospitals, dissent in, 26
human nature, bleak perspectives of, 324
human resource management, approaches to, 67–8
Hurricane Katrina disaster, mismanagement, 308
Hutchison, Paul, 9–10, 11
Huxley, Aldous, 3
hypernorms, vs. organisational norms, 304
identification
electronic, 163–4
see also group identification
identity
authentic vs. performative, 111
collective, 96, 285, 291
common work group, 66
fake, 120
individual, and impostorism, 159–60
personal, 285
roles, 97
shifts in, 284–5
see also group identity; ingroup identity; social identity
identity affirmation, leaders, 242
identity enactment, research, 109
identity negation, leaders, 242
idiosyncrasy credits, 247
ignorance, 264
illegal corporate behaviour, 303
implicit conformity, definition, 210
impostor phenomenon, research, 172
impostor syndrome, research, 172
impostorism, 10
accusations of, 167–71
classification, 159, 175
definition, 159
eye of the beholder
as liars, 172–3
in Middle Ages, 163
impostors (Continued)
social psychology perspectives, 171–5
types of, 10
use of term, 159
within groups, 10, 158–78
see also claytons; eye-of-the-beholder impostors; objective impostors; traitors
impression management tactics, newcomers, 78
inability, 264
incrementalism, 314
independence, 10–11
  beliefs in, 212
  and conformity, 202
  enactment of, 208
  from majorities, 18
  self-beliefs about, 208
  self-regulation of, 209–15
independence paradox, 201–18
  concept of, 201–2
  navigation, 213
independence regulation
  empirical evidence, 211–13
  implications, 213–15
  processes, 209–10
independence–dependence, dimension, 202–3
independent self-beliefs, and behaviour, 211
independent self-construal, 202–6
  changing role of, 204
  concept of, 202
  correlates, 205–6
  measurement, 204–5
  and social influence, 207–8
  strength of, 209–10
  use of term, 203
independent self-construal scale
  see Singelis scale
independent self-schemas
  reconceptualisation, 203
  see also independent self-construal
independent–schematic individuals, 202–3
indifference, weak identifiers, 288
individual agency
  in groups, 7
  undermining, 7
individual harm
  see personal harm
individual identity
  see personal identity
individual identity, and impostorism, 159–60
individualism, 122–3, 229
  promotion, 215
  radical, 201
individualism–collectivism
  use of term, 203
individualistic countries, 207
individuality, vs. group life, 7
individuals
  dependent–schematic, 202–3
  independent–schematic, 202–3
  judgements, 140
  rebelling against authority, 11
  self-expression, 10–11
influence
  and attitude change, 17
  differential types of, 20
  reciprocal, 74–5
  and social impacts, 20
  sources of, minorities as, 18–19
  studies of, 19
  see also minority influence; newcomer influence; social influence
influence recipients, newcomers as, 75
influence sources, newcomers as, 75–81
information
  confirmatory, 37
  instructive, 44
  normative evaluative, 44
  see also social information processing (SIP) model
ingroup accountability, 145
  children, 146
ingroup bias, 145
  and intergroup prejudice, 153
ingroup identity
  reassertion, 104
  threats to, 97
ingroup members, 83
  atypical, 123
  deviants, 138
  judgement, 120
  support for, 118–19
ethical principles, violation, 126–7
evaluation, by children, 136, 140–2
leniency, 128–9
and moral high ground, 127
norm transgression, 97
rejection of, 183
reputation damage, 118
transgressions, 118–19
ignoring, 118
vs. outgroup members, 78, 239–40
children, 152
ingroup normative behaviour, 99
leaders, 243
ingroup norms
contravention, 99–100
and deviance, 130–1
prescriptive, 240
ingroup position, 99
support for, 104–6
ingroup projection, 189
majorities and, 184
models, 183–4
ingroup status, newcomers, 78
ingroups
and change, 102, 103
and deviant behaviour, 100–1
deviants, 97
external perspectives, 103
goals, 100, 101
prescriptive norms, 152
responses, to rule-breakers, 121
support vs. opposition, 104
threats to, 104
innovation
and clear goals, 80
and dissent, 68
and intragroup dissent, 54
leaders, 238
newcomer effects on, 56
in organisations, 24–30
and dissent conflict, 25–8
sources of, 9
team, 26
and voice, 28
vs. conformity, 1
work groups and, compositional
change effects, 54–72
in workplace, 26
innovation credit, 238–57
innovative behaviour, 62
displays of, 58
innovative paths, 238
institutional goal promotion,
recommendations, 45
institutionalisation
effects, 312
mechanisms, 315–16
and prosocial organisational
behaviour model, 312
of wrongdoing, propositions, 311–12
instructive information, 44
instrumental rationalizing, use of term,
313
integrated models
benefits, 318–19
of whistle-blowing, 12, 302–23
of wrongdoing, 302–23
intentionality, and motivation, 123–4
interacting groups
majority–minority relations in, 73–4
research, 81–6
minority influence, 73–92
intergroup bias, 99, 140
and age, 149
changes, 151
children, 139
high identifiers, 240
measures, 141
reduction, 152
studies, 142–3
towards French, 149
intergroup conflict, 165
intergroup differences, 230
intergroup differentiation, 139
Index

intergroup prejudice, and ingroup bias, 153
intergroup relationships
deviance in, 10, 135
legitimacy, 333
security, 329–30
and social change, 192
internal attribution, 242
interpersonal dominance, 36
interpersonal relations, 62
intragroup bias, high identifiers, 240
intragroup conflict, concept of, 26–7
intragroup differentiation, 139
intragroup dissent
and change, 54
and innovation, 54
intragroup similarity, 64
Iraqi prisoners, abuse, 120–1, 127–8
ironic effects, of liberation, 269–70
Irvin, John, 117–18
Islamic terrorism, 169–70
issues
thinking about, 21–2
see also group-important issues;
self-related issues; social issues
Italy, 95
Iyer, Aarti, 9–10

Jehn, K. A., 26–7
Jetten, Jolanda, 9–10, 57–8, 130–1
Jews, in World War II, 165
job insecurity
and collective task performance, 63
and helping behaviours, 63
job security, long-term, 68
Johnson v. Louisiana (1970), 23
Joinson, A. N., 120
judgements, 219
about group leaders, 246
individuals, 140
line, 326
social, 44

July Days (1917), 336
juries, 23–4
jurors, rogue, 24
jury decision making
majorities and, 21–2
majority rule, 23, 24
minorities and, 21–2
research, 23

Kennedy, Stetson, 165
Kitayama, S., 203
KKK see Ku Klux Klan (KKK)
knowledge acquisition, 36
Ku Klux Klan (KKK), 165
membership identification, 166
Kuhnen, U., 206

La Rochefoucauld, F. de, 282
labelling
accuracy, role of culture in, 309
definition, 304
in prosocial organisational behaviour model, 310
theory, 304
wrongdoing, 304, 305–10, 315–16
Labor Party (Australia), 252
Labour Party (UK), 101, 102, 244,
251–2
Lage, E., 18–19
Langbein, H., 326–7
Latane, B., 20
leader deviance, research, previous,
242–3
leaders
anti-norm, 248
autocratic, 80
and change, 238
current, 11, 243–4
democratic, 80
effectiveness, 248
future, 11, 243–4, 246–7
anti-norm, 250
Index

and group identity, 241

from conflict, 36–53
group members and, deviation from
group norms, 238–57
identity affirming, 242
identity negating, 242
ingroup normative behaviour, 243
innovation, 238
natural, 241
non-prototypicality, 250
outgroup bordering, 243
political, and change, 244
responding to, 11
student, applicant evaluation, 106–9
see also good leaders; group leaders
leadership, 327

centine, 240–2
distinctiveness, 245–6
gender and, 111
and group prototypes, 241
importance of, 337–8
normativeness, 245–6
and prototypicality, 241–2, 243, 245
research, 239–40
roles, 337
    and dispositional attribution, 251
    and situational attribution, 251
and self-categorisation theory, 240–1
and social attraction, 241–2
and social identity, 240–2
social identity approach, 244, 253
and social identity theory, 240–1
studies, 246
and subjective group dynamics,
    239–40
leadership phase, 243–4
effects, 246–9
judgements, 248, 249
learning
    and dissent, 37–8
goals, 42
negative, 8
peer, 36
prediction, 44
and socio-cognitive conflict, 38–9
    beneficial vs. detrimental effects,
        39–40
learning contexts, structured, 8
learning goals see mastery goals
learning settings see educational settings
legal systems, 123–4
legitimacy
    intergroup relationships, 333
    perceptions of, 329–30
Levine, John M., 9, 82, 85, 86,
    267, 270
liars, impostors as, 172–3
Liberal Democrats (UK), 252
liberation, ironic effects of, 269–70
licenses, fake, 163
line judgement, studies, 326
line studies, 1
line-matching paradigm, 207
Long, Sylvester (Chief Buffalo Child
    Long Lance), 161, 162, 171, 176
Louisiana, Johnson v. (1970), 23
low identifiers, 143
    behaviour, 126–7
    conformity, 232
    opinion expression, 232–3
    vs. high identifiers
        moral high ground, 128
        rule breaking, 127–8
    see also weak identifiers
low independents
    compulsive consumption, 206
    cultural values, 208–9
    motivation, 206
    psychology of, 205–6
    sociability, 207
    use of term, 205
<table>
<thead>
<tr>
<th>Term</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>loyal conformity, strong identifiers</td>
<td>288, 289–90</td>
</tr>
<tr>
<td>loyalty, 4</td>
<td></td>
</tr>
<tr>
<td>group members, 123</td>
<td></td>
</tr>
<tr>
<td>norms, 143–5</td>
<td></td>
</tr>
<tr>
<td>vs. deviance, 5</td>
<td></td>
</tr>
<tr>
<td>see also group loyalty</td>
<td></td>
</tr>
<tr>
<td>Luciferian psychology, 325</td>
<td></td>
</tr>
<tr>
<td>McCain, John, as political traitor,</td>
<td>169</td>
</tr>
<tr>
<td>Maheswaran, D., 57</td>
<td></td>
</tr>
<tr>
<td>majorities</td>
<td></td>
</tr>
<tr>
<td>agreement with, 17</td>
<td></td>
</tr>
<tr>
<td>cognitive activity, 20</td>
<td></td>
</tr>
<tr>
<td>and conventionality, 22</td>
<td></td>
</tr>
<tr>
<td>corroborative strategies, 22</td>
<td></td>
</tr>
<tr>
<td>cultural, 184</td>
<td></td>
</tr>
<tr>
<td>and differences in groups, 182–3</td>
<td></td>
</tr>
<tr>
<td>ethnic, 162</td>
<td></td>
</tr>
<tr>
<td>independence from, 18</td>
<td></td>
</tr>
<tr>
<td>influence, differential types of, 20</td>
<td></td>
</tr>
<tr>
<td>and ingroup projection, 184</td>
<td></td>
</tr>
<tr>
<td>and jury decision making, 21–2</td>
<td></td>
</tr>
<tr>
<td>minority influence on, 18</td>
<td></td>
</tr>
<tr>
<td>power of, 17</td>
<td></td>
</tr>
<tr>
<td>transformation</td>
<td></td>
</tr>
<tr>
<td>from minorities, 187–9</td>
<td></td>
</tr>
<tr>
<td>into new minorities, 189–90</td>
<td></td>
</tr>
<tr>
<td>and truth, 18</td>
<td></td>
</tr>
<tr>
<td>see also new majorities</td>
<td></td>
</tr>
<tr>
<td>majority opinions, 10</td>
<td></td>
</tr>
<tr>
<td>majority rule, 79</td>
<td></td>
</tr>
<tr>
<td>jury decision making, 23, 24</td>
<td></td>
</tr>
<tr>
<td>majority–minority relations, in</td>
<td></td>
</tr>
<tr>
<td>interacting groups, 73–4</td>
<td></td>
</tr>
<tr>
<td>Mandela, Nelson, 282–3, 326, 339–40</td>
<td></td>
</tr>
<tr>
<td>manipulated goals, 44</td>
<td></td>
</tr>
<tr>
<td>marginalisation, 181</td>
<td></td>
</tr>
<tr>
<td>marginals, 168–9</td>
<td></td>
</tr>
<tr>
<td>definition, 168</td>
<td></td>
</tr>
<tr>
<td>marijuana, legalisation of, 185</td>
<td></td>
</tr>
<tr>
<td>Markus, H. R., 203, 204</td>
<td></td>
</tr>
<tr>
<td>Marques, José, 11, 138, 145</td>
<td></td>
</tr>
<tr>
<td>Marquez, M., 276–7</td>
<td></td>
</tr>
<tr>
<td>Martin, R., 21</td>
<td></td>
</tr>
<tr>
<td>Marx, K., 326</td>
<td></td>
</tr>
<tr>
<td>Marxist models, 262</td>
<td></td>
</tr>
<tr>
<td>Mason, I., 241–2</td>
<td></td>
</tr>
<tr>
<td>mastery goals</td>
<td></td>
</tr>
<tr>
<td>and conflict regulation, 44</td>
<td></td>
</tr>
<tr>
<td>definition, 42</td>
<td></td>
</tr>
<tr>
<td>development, 45</td>
<td></td>
</tr>
<tr>
<td>and dissent, 8</td>
<td></td>
</tr>
<tr>
<td>and epistemic conflict regulation,</td>
<td></td>
</tr>
<tr>
<td>42–3, 44</td>
<td></td>
</tr>
<tr>
<td>and epistemic regulation, 36–7, 47</td>
<td></td>
</tr>
<tr>
<td>manipulation, 44</td>
<td></td>
</tr>
<tr>
<td>promotion, in universities, 46</td>
<td></td>
</tr>
<tr>
<td>studies, 44</td>
<td></td>
</tr>
<tr>
<td>Matz, D. C., 263</td>
<td></td>
</tr>
<tr>
<td>mavericks see rebels</td>
<td></td>
</tr>
<tr>
<td>Meeus, W. H. J., 269</td>
<td></td>
</tr>
<tr>
<td>membership change</td>
<td></td>
</tr>
<tr>
<td>definition, 73</td>
<td></td>
</tr>
<tr>
<td>openness to, 79</td>
<td></td>
</tr>
<tr>
<td>see also compositional change</td>
<td></td>
</tr>
<tr>
<td>meta-contrast principle, 222, 230,</td>
<td></td>
</tr>
<tr>
<td>240–1</td>
<td></td>
</tr>
<tr>
<td>metaphor of the ledger, use of term,</td>
<td>313</td>
</tr>
<tr>
<td>Miceli, Marcía, 12</td>
<td></td>
</tr>
<tr>
<td>Michalak, John, 10</td>
<td></td>
</tr>
<tr>
<td>Middle Ages, impostors, 163</td>
<td></td>
</tr>
<tr>
<td>Milgram, S., 1–2, 268, 272–3, 326</td>
<td></td>
</tr>
<tr>
<td>military conflicts, 167</td>
<td></td>
</tr>
<tr>
<td>Miller, Dale, 11</td>
<td></td>
</tr>
<tr>
<td>Miller, R. S., 270–1</td>
<td></td>
</tr>
<tr>
<td>minimal group paradigm, 143–5</td>
<td></td>
</tr>
<tr>
<td>minorities</td>
<td></td>
</tr>
<tr>
<td>authenticity, 175</td>
<td></td>
</tr>
<tr>
<td>cognitive activity, 20</td>
<td></td>
</tr>
<tr>
<td>conversion process induction, 20–1</td>
<td></td>
</tr>
<tr>
<td>courage, 22</td>
<td></td>
</tr>
<tr>
<td>cultural, 184</td>
<td></td>
</tr>
<tr>
<td>and differences in groups, 183–6</td>
<td></td>
</tr>
</tbody>
</table>
distinctiveness, 175
divergent thinking, 22
ethnic, 162
influence, differential types of, 20
and jury decision making, 21–2
marginalisation, 183
multiple factions, 184–5
multiple strategies, 22
as obstacles, 20
and originality, 22
persuasion, styles of, 19
racial, 194
and social change, 187, 193–4, 195
as sources of influence, 18–19
transformation, into majorities, 187–9
see also new minorities
minority dissent, extent of, 26
minority influence, 74–5, 77
agents of, newcomers as, 9
in interacting groups, 73–92
research, 81–6
on majority, 18
research, 328
views of, 20
minority opinion expression, 219
negative consequences, 11
positive consequences, 11
triggers, 11
minority opinion holders, characteristics, 220
minority opinions, 10
falsification, 219
high identifiers, 232
protection, 23
withholding, 219
minority research, historical background, 8
minority voices, against Vietnam War, 17
misery, vs. vanity, 112
mockney, use of term, 175–6
Molero, F., 166
moles, 165
Molouki, S., 208
Monin, Benoït, 11–12, 276–7
moral high ground, 119
group members and, 10
and group norms, 12
high identifiers vs. low identifiers, 128
ingroup members and, 127
moral rebels
liberating effects of, 276–7
responses to, 11–12
moral stance, of groups, 9–10
moral standards, violations, 126
moral suicide, 117
moral superiority, 126
moral superiority condition, 126–8
morale, lowered, vs. cognitive stimulation, 27
morality, 119
Morris, W. N., 270–1
Morrison, Kimberly, 11
Morton, Thomas A., 9, 130–1
Moscovici, Serge, 2, 82, 122, 175, 263, 268
conformity research, 131–2, 325–6
conversion theory, 20–1
on dependence, 2
minority influence research, 73–4, 328
minority theories, 18–19
Social Influence and Social Change (1976), 1
theories, 7–8
motivation
attributions, 121–2
children, 140
closet dwellers, 165
deviance, 121–2
dissent, 284
dissenters, 281
high identifiers, 110
motivation (Continued)
  high independents, 206
  history thieves, 167
  impostors, 10
  and intentionality, 123–4
  low independents, 206
  newcomers, 76
  parasites, 171
  shape shifters, 161
  Trojan horses, 164–5
Mugny, Gabriel, 8
multiculturalism
  research, 184
  vs. assimilation, racial minorities, 194
multiple classification ability, 147
  age factors, 152
  children, 150, 151, 152
  and developmental subjective group dynamics model, 151
  future research, 153
multiple classification tasks, asocial, 151
multiple factions, minorities, 184–5
Mummendey, A., 190
murder mystery tasks, 61
Murray, F. B., 39
Muslims, and terrorism, 169–70
mutual expectations, and group performance, 64–5
Naffrechoux, M., 18–19
Native Americans, 161, 171
natural work groups, field studies, 25
Nazis, 117, 326–7, 336
  post-war denials, 167
Near, Janet, 12
negative learning, outcomes, 8
Nemeth, Charlan, 8, 22–3
new group members see newcomers
New Labour (UK), 244
new majorities
  acceptability within groups, 188
discrimination, against minorities, 189
new minorities
  and different others, 191
  disidentification, 191
  hostility towards, 189
  transformation, from majorities, 189–90
New Yorker, The, 215
New Zealand
  claytons, 170
  reform movements, 24
newcomer behaviour, 76, 77–9
  and group prior performance, 82–3
  impacts, 78
  old-timer expectation about, 59
newcomer ideas
  and commitment, 80–1
  and group prior performance, 80–1
  receptivity, 80
newcomer influence, 58, 73–4
  on group creativity, 85–6
newcomer task expertise
  and social identity, 83–4
  and social status, 84–5
newcomers
  as agents of minority influence, 9
  assertive, effectiveness, 78
  assertiveness levels, 83
  assimilation, 56
  as change agents, 78–9
  characteristics, 76, 77–9
  and commitment, 56
  and dissent, 8–9, 57, 62
  effects
    on group performance, 56, 75
    on innovation, 56
  expert status, 60–2
  expertise, 67
  prior knowledge, 61
  future prospects of, 58–60, 64–5, 66
  goals, 75
and group climate, 80
and group cohesion, 80
and group development, 79–80
and group loyalty, 56
in groups, 8–9
high status, 77
impact of, 73–92
impression management tactics, 78
as influence recipients, 75
as influence sources, 75–81
ingroup status, 78
input from, 66
introduction of, 55–6
motivation, 76
mutual acceptance, 66
as outsiders, 56
and performance expectations, 56–7
punishment tactics, 78–9
reciprocal influence, with old-timers, 74–5
rejection of, 56
reward tactics, 78–9
roles, structural, 58
similarity, 56–7, 77–8
socialisation, 66
socialisation pressures, 65
stressors, 75
task contributions, anticipated, 66–7
temporary status of, 66
temporary vs. permanent, 58–9
in work groups, 58
see also old-timers
Nijstad, B. A., 85
Nobel Prize, 117
nobility, fake, 161
Noelle-Neumann, E., 220
non-conformity
and context, 11
strong identifiers, 289–90
vs. conformity, 287
non-deviants, 222
non-prototypicality, leaders, 250
non-visible stigma, 166
norm misperception, 233
and deviant opinion expression, 230
norm transgression
ingroup members, 97
outgroup members, 97
normalisation
processes, 315–16
and whistle-blowing, 315–18
of wrongdoing, 316–17
normalisation of collective corruption
model, 310–11
benefits, 318–19
normalisation of wrongdoing model
goals, 310
propositions, 310–15
and whistle-blowing, 311
normative behaviour, 182
normative conflict
manipulation, 291
weak identifiers, 290
normative conflict model, 287–90,
317–18
assumptions, 294
empirical evidence, 290–2
goals, 287
and responses to group norms, 287–8
studies, 291
normative evaluative information, 44
normative opinions, 182
normativeness, leadership, 245–6
norms
cultural, 210
descriptive, 221
diversity, 123, 184
objectivity, 122
organisational, 304
originality, 122
outgroup, 243
preference, 122
relaxation, and flexibility, 111
societal, 211
norms (Continued)

see also group loyalty norms; group norms; ingroup norms; prescriptive norms; social norms

North America, 201, 214

cultures, 204

societies, 208

see also United States (US)

Obama, Barack, 238

obedience

aggressive, 269
defiance from, 268–9
destructive, 268

in educational settings, 37
pressures, in groups, 2

social psychology perspectives, 37

objective impostorism, 172

research, 176

objective impostors, 160–7

definition, 159

and group membership, 160
types of, 160

objectivism, 201

objectivity norms, 122

obstacles
dissenters as, 20

minorities as, 20
to dissent, 293–4
to group goals, 20

O’Connor, Kieran, 11–12

old-timers

changes, 57

expectations, about newcomer behaviour, 59

influence, 58

reciprocal influence, with newcomers, 74–5

resistance, 76

rule-breaker disapproval, 130

security, manipulation, 63–4

see also newcomers

Olson, Mancur, 283–4, 294

online impostors, 164–5

online surveys, Conservative Party, 101–3

open groups, characteristics, 79

operationalisation, 272–3

opinion expression

asymmetries in, 230–1

behavioural measures, 225

descriptive norm deviants, 222–4, 228
determinants, 229
deviant, 230
dissenting, future research, 292

explaining differences in, 219–37

future trends, 230–3

and group norms, 220–4

high identifiers, 232–3

implications, 230–3

low identifiers, 232–3

prescriptive norm deviants, 222–4, 228

studies, 225–6

see also minority opinion expression

opinions

anti-normative, 182

conflicting, responses to, 26
differences in, 181–2

measures, 186

majority, 10

measurement, 212

normative, 182

peers’, 212

post-measure of, 212

pre-measure of, 212

on social issues, 185

and social norms, 222

variance of, 267

see also minority opinions; public opinion
Index

opportunity/threat analysis, 9, 76–7, 80–1
opportunity/threat value, 77–8
assessment, 79
optimal distinctiveness theory, 224
oral tests, 269
Oregon, Apodaca, Cooper & Madder v. (1970), 23
Oreos, use of term, 170
organisational behaviour, 18
organisational culture, and wrongdoing, 308, 309
organisational norms, vs. hypernorms, 304
organisational wrongdoing
and socialisation, 314
use of term, 302–3
and whistle-blowing, 315
organisations
and alternative points of view, 29
dissent research in, 25
innovation in, 24–30
and dissent conflict, 25–8
whistle-blowing in, 12, 302
work team management, 65–6
see also educational organisations
originality
desire for, 264
minorities and, 22
originality norms, 122
Orwellian groups, 5
outcomes
negative, 45
positive, 45
outgroup bordering, leaders, 243
outgroup members
deviant, 138
evaluation, by children, 136, 140–2
norm transgression, 97
vs. ingroup members, 78, 239–40
children, 152
outgroup norms, 243
outgroups
audiences, 99
hostile, 101
outsiders
newcomers as, 56
see also black sheep
Packer, Dominic, 12, 232, 317–18
parasites, 168, 171
motivation, 171
use of term, 171
partner effect, 267, 269, 272
patriots, behaviour, 126
peace-keeping missions, 127
peer exclusion, children, 148
peer groups, power of, 326
peer learning, 36
peer networks, children, 138
peer rejection, 152–3
peer relationships, 153
peers’ opinions, 212
perceived majority status
as predictor of comfort, 226–8
vs. superior conformity, 228–30
perceptions, conflict of, 21
performance
quality of, and shift to cognition, 21–3
vs. creative thought, 27
see also group performance; group prior performance
performance appraisals, 56–7
performance expectations, and newcomers, 56–7
performance goals
and conflict regulation, 44
definition, 42
and dissent, 8
and extrinsic reward structures, 45
manipulation, 44
promotion, in universities, 46
performance goals (Continued) and relational conflict regulation, 42–3, 47 studies, 44 peripheral processing, vs. central processing, 21 permeability concept of, 329 group boundaries, 333 prison guard–prisoner boundaries, 334 social systems, 329 personal harm, 291 perceptions, 292 personal identity, 285 personal initiative, as rebelliousness, 29 personal involvement, moderation by, 272–3 personality, and culture, 214 personality differences, and relationship conflict, 27 personality traits rebels, 276 and voice, 29 personally oriented dissent, weak identifiers, 290 perspective-taking skills children, 152 see also social perspective taking persuasion, styles of, 19 Peterson, R. S., 25 phase effects and attribution processes, 250 moderation, 251–2 phase hypothesis, 247 Platow, M. J., 242 Platt, L., 166 POB model see prosocial organisational behaviour (POB) model police officers, 129 political attitudes, studies, 222, 223 political campaigns, studies, 185–6 political groups high identifiers, 106 supports of, 104 political leaders, and change, 244 political parties, 231 block voting, 138 political traitors, 169 politicians, as traitors, 169 Ponzi schemes, 28 position insecurity issues, 64 preoccupations with, 67–8 position security and task performance, 62–4 undermining, 62 position–comfort relationship, mediation, 231 positional change, and self-related issues, 58 Post-it Notes, 24 Postmes, T., 130–1, 252 potential wrongdoing evidence of, 308 use of term, 308 power, issues, 98 Powers, P. C., 269 preference norms, 122 preference-driven actions, vs. conformity, 208 premarital sex, 273–4 Prentice, Deborah, 10–11 prescriptive norm deviance, 220–2 models, 232 prescriptive norm deviants, 11 attitudes, 222, 227–8, 231 comfort, 233 group prototype, 220 opinion expression, 222–4, 228 use of term, 221–2
Index

Prescriptive norms
   - and black sheep effect, 145
   - children and, 152
   - future research, 153
   - and differential inclusion, 149
   - responses to, 10
   - children, 135
   - use of term, 221
Presidential elections, 228–9, 238
Price, L. J., 207–8
Principled deviance, 269
Prior knowledge, newcomers, 61
Prior moral records, groups, 126–7
Prior team performance see group prior performance
Prislin, Radmila, 10, 185–6, 191
Prison guard–prisoner boundaries, permeability, 334
Prison guards
   - aggression, 325
   - boundaries, 334
   - regime decline, 336
   - shared social identity, 335–6
   - vs. prisoners, 337–8
Prisoners, 330–8
   - boundaries, 334
   - Iraqi, abuse, 120–1, 127–8
   - vs. prison guards, 337–8
Prisoners of war, abuse, 120–1, 127–8
Prisons, 129
   - see also BBC Prison Study (BPS); Stanford Prison Experiment (SPE)
Problem solving, strategies, corroborative vs. multiple, 22
Process conflict, concept of, 27
Productivity, and group creativity, 8
Progressiveness, promotion, 252
Projects, midpoints, 28
Pronin, E., 208
Prosecutions, 181
Prosocial organisational behaviour (POB) model, 305
   - and institutionalisation, 312
   - labelling in, 310
   - propositions, 306–10
   - and rationalisation, 313
   - of whistle-blowing, 315–16
      - benefits, 318–19
Protestors, 331
Prototypicality
   - conferral effects, 247
   - definition, 240–1
   - and leadership, 241–2, 243, 245
Psychological approach, vs. sociological approach, 263
Psychological motivations, impostors, 10
Psychological safety, 80
Psychology
   - of impostors, 158–78
   - Luciferian, 325
   - see also social psychology
Public accountability, children and, 145
Public opinion, 104–6
   - distribution assessment, 226–7
Punishment
   - deviants, 119, 131
   - ingroup leniency, 128–9
   - strategic issues, 130–1
   - rule-breakers, 128
   - vs. forgiveness, deviants, 124–31
Punishment tactics, newcomers, 78–9
Q-sort methodology, 25
Qualifications, fake, 163
Raaijmakers, Q. A. W., 269
Race, faking, 161–2, 170–1
Racial minorities, assimilation vs. multiculturalism, 194
Radical individualism, 201
Rand, Ayn, 201, 215
Index

rational choice theory, 285
rational choices, 283–4, 294
rationalisation, 311
mechanisms, 315–16
and prosocial organisational
behaviour model, 313
of wrongdoing, propositions, 312–13
reactance, studies, 328
reality
social, 182
vs. group member behaviour, 5
reality shock, 75
rebellion, 1, 269, 270
in groups, 2
and social change, 135
rebels
as authoritarians, 10
defiance, 267–8
and dissent, 36
downgrading, 12
and groups, 135
many faces of, 1–13
negative views of, 2
personality traits, 276
as problems, analytical consequences
of, 4–7
psychological theories, 6
and social psychologists, 3–4
see also defiant rebels; moral rebels
rebels in groups, 2
attitudes towards, 5
negative effects of, 3
studies, 4
reciprocal influence, 74–5
reflexive sociality, 210
reform movements, 24
regulatory capacity, 209–10
depletion, 211–12
impairment, 210
manipulations, 212
Reicher, Stephen D., 12, 242, 331
rejection, 37
relational conflict, studies, 41
relational conflict regulation
and performance goals, 42–3, 47
research, 41
use of term, 40
relationship conflict
concept of, 26–7
and personality differences, 27
and task conflict, 27
relative competence goals see
performance goals
representation
authentic, 111
vs. strategic, 99
repressive regimes, 326
reproach, imagined, 273
Republicans (US), 169, 225–6, 231
resistance, 18
anti-Nazi, 167
in BBC Prison Study, 334, 335
collective, 331–2
dynamics of, 324–44
mounting, 334
old-timers, 76
organised, 334
organising, 337–8
participation in, 331
to change, 96
yielding to, 335–7
see also social resistance
response latency, 219–20
responses, conflict of, 21
Return of Martin Guerre, The (film), 159
revolutionaries, 336
revolutionary movements, 95, 96
reward tactics, newcomers, 78–9
rewardingness, 74
Rink, Floor, 8–9
Risorgimento, 95
Robben Island (South Africa), 326,
339–40
rogue jurors, 24
Index

rogues
dissenters as, 20
vs. heroes, 17–35
role transitions
and commitment, 74
of entry, 74–5
Ross, L., 249
Rousset, David, 327
rugby, rule-breaking, 130
rule breaking
high identifiers vs. low identifiers, 127–8
rugby, 130
rule violations, 120
evaluations, 126
negative consequences of, 9–10
rule-breakers
disapproval of, old-timers, 130
evaluation, 128
ingroup responses to, 121
punishment, 128
ruling classes, 336
Rushdie, Salman, 117
Russian Revolution (1917), 336
Rutland, Adam, 10, 142–3, 149
Saavedra, R., 25
Salvatore, Jessica, 10–11
same-level-conflict condition, 39
Sawyer, P., 276–7
Schachter, S., 18, 124, 262–3
schematic self-knowledge, 202–3
schematics
definition, 202
see also aschematics; self-schemas
Schubert, B., 206
Second World War see World War II
security
intergroup relationships, 329–30
long-term job, 68
social systems, 329
see also job insecurity; position insecurity; position security
selection, 46, 47
self, categorisation of, 98
self-affirmation, consequences of, 276
self-beliefs
about independence, 208
and behaviour, 208, 214
and cultural norms, 210
high independents, 213–14
independent, 211
self-categorisation theory, 138–9,
285
and leadership, 240–1
meta-contrast principle,
222, 230
research, 182–3
self-censoring, 311
self-competence, and conflict, 40
self-concept, 232
self-construal
scores, 211
interpretation, 214
see also independent self-construal
self-definition traits, high identifiers
and, 211
self-deﬁnitions, 10–11
prerequisites, 173
self-directed behaviour, 213–14
self-efficacy, collective, 331
self-esteem
collective, 173
effects on, 63
group members, 57–8
lowered, 63–4
measures, 206
reduced, 219
self-expression, individuals, 10–11
self-identity, 286
self-interest, 264, 289
self-knowledge
- accuracy, 213
- schematic, 202–3
- structures, self-schemas as, 203

self-regulation
- definition, 210
- studies, 213

self-regulatory capacity
- definition, 209
- exhaustion, 209
- manipulation, 211–12

self-related issues, 57–8
- and positional change, 58

self-schemas
- concept of, 202
- independent, 203
- as self-knowledge structures, 203

self-worth, group members, 63, 232

selfishness, virtue of, 201

sense of self, coherent, 173

September 11 survivors, 167

sexual harassment
- against women, 309
- discouraging, 309
- felonious, 307–8
- frequency, 307
- non-felonious, 307–8
- research, 306–8

SGD see subjective group dynamics (SGD)

shape shifters, 160–2
- and corner cutters compared, 163
- definition, 160
- ethnic, 162–3
- motivation, 161
- and social mobility, 160

shared social identity, 78, 83, 327, 330
- prison guards, 335–6
- strength through, 334

shock-giving paradigm, 269

Sicilians, 95

SIDE (Social Identity Definition and Enactment) model, 98–9, 111

similarity assumptions, 60

Singelis, T. M., 204

Singelis scale, 204–5, 208–9, 211–12
- applications, 210
- interdependence subscale, 215
- measures, 214
- subscales, 214–15

single process theory, 20

SIP model see social information processing (SIP) model

situational attribution, 250
- and leadership role, 251

Six Degrees of Separation (film), 159

SLAC (Stanford Labor Action Coalition), 222

sliders, 124–5

small-group behaviour, theories, 136

Smith, P. B., 207

Sobibor (Poland), 327

sociability
- high independents, 207
- low independents, 207

social action, threats to, 182

social anxiety, measures, 206

social attraction, and leadership, 241–2

social behaviour
- analyses, 331
- predictors of, 211

social change
- beliefs, 329
- conciliatory approaches, 193
- context differences, 181–200
- dynamics of, 336
- and equality, 192
- and group dynamics, 188
- and intergroup relationships, 192
- minorities and, 187, 193–4, 195
- mobilising towards, 99
- normative, 187
- occurrence, 181
and rebellion, 135
  sources of, 9
  through advocacy for diversity, 192–4
social cognition, research, 202
social competition, 330
social conflict, 192
social construction, of deviance, 261–2
social contexts, behaviour, 122
social creativity, strategies, 329–30
social criticism, 262
social death, use of term, 263
social development, 147
social dilemmas
  characterisation, 282
  as dissent, 290
  resolution, 283–4
  responses to, 284–5
  structure, 281–2
social disadvantages, 181
social exclusion
  in childhood, 10, 135
  deviants, 263
social experience, 147
  children, 148–9, 152
  and developmental subjective group dynamics model, 148–9
social facilitation effect, 44
social identity
  analyses, 284–5
  and dissenter’s dilemma, 281–301
  fake, 164
  fractured, weakness through, 335–7
  and leadership, 240–2
  and newcomer task expertise, 83–4
  oppositional, 334
    mobilising, 327
  research, 98, 332
see also shared social identity
social identity approach, 240–1, 284–7
to leadership, 244, 253
Social Identity Definition and Enactment (SIDE) model, 98–9, 111
social identity theory, 231–2, 317–18, 333
  and change, 329
  development, 284, 328–9
  goals, 285
  hypotheses, 327, 331
  and leadership, 240–1
  research, 182–3
  as social resistance theory, 327–30
social impacts, and influence, 20
social inclusion, in childhood, 10, 135
social influence
  analysis, 122
  and commitment, 74
  and independent self-construal, 207–8
social information processing (SIP) model, 305
  assumptions, 305
  limitations, 305
social inhibition effect, 44
social interaction
  and dissent, 38
  dramaturgical metaphors, 171–2
social issues
  dissent and, 23–30
  opinions on, 185
social judgement, 44
social mobility
  beliefs, 329
  shape shifters and, 160
social norms
  and attitudes, 222
  and opinions, 222
social perspective taking, 152, 154
  children, 147–8
  and developmental subjective group dynamics model, 147–8
  and differential inclusion, 147–8
social perspective taking (Continued)
future research, 153
and group loyalty norms, 151
social perspectives, children, 145
social pressures
defiance from, 266–71
deliverance from, 266–71
social psychological research, 153–4
groups, 2–3
social psychologists
and deviance, 4
and rebels, 3–4
social psychology, 96
conformity bias in, 324–7
conformity perspectives, 37
European, 328
obedience perspectives, 37
perspectives, 132
on impostors, 171–5
social reality, threats to, 182
social rejection, 153
social resistance
large-scale, 327
processes, 331
studies, 330–8
theory, social identity theory as, 327–30
social status
and group performance, 84–5
and newcomer task expertise, 84–5
social stigmatisation, 181
social systems
permeability, 329
security, 329
social validation, 194
socialisation, 311
mechanisms, 315–16
methods, 314
and organisational wrongdoing, 314
of wrongdoing, propositions, 313–15
socialisation pressures, 60
management, 66
newcomers, 65
societal norms, and high independents, 211
socio-cognitive conflict, 37–9
and achievement goals, 44
advantages, 36
applications, in educational organisations, 42
benefits, 39
and cognitive development, 38–9
consequences, 40
disadvantages, 36
in educational settings, 36
and learning, 38–9
beneficial vs. detrimental effects, 39–40
learning benefits, 47
regulation, 45
by partners, 40
studies, children, 38–9
theory, 36, 38–9
and understanding, 38–9
usability, 36–7
viability, 46–7
socio-cognitive domain model, 148
sociological approach, vs. psychological approach, 263
sociologists, views, of deviants, 4
soldiers see troops
Song Liling, 165
sorority members, binge-eating studies, 221–2
South Africa, apartheid, 282–3, 326
South Asia, cultures, 204
Soviets, 165
Spangenberg, S., 270–1
SPE see Stanford Prison Experiment (SPE)
speaking out, willingness, 220
Spears, R., 57–8
specific cues, vs. diffuse cues, 57
spies, 165
spiral of silence
exceptions to, 220
research, meta-analyses, 219–20
theory, 219–20
stability
perceptions of, 329–30
vs. change, 132
staffing levels, 79
Stanford Labor Action Coalition (SLAC), 222
Stanford Prison Experiment (SPE), 332, 333, 338–40
overview, 324–5
procedures, 336–7
Stanford University (US), 224–5, 232–3
alcohol policies, 227–8
political attitudes, 222, 223
Psychology Department, 324–5
status, 36
ingroup, 78
issues, 98
see also expert status; perceived majority status; social status
status change, within groups, 62–3
status cues, specific, 58
status quo, cognitive alternatives to, 333
Staw, B. M., 29
stereotypical beliefs, effects, 60
stigma
buffers against, 175
non-visible, 166
visible, 166
strategic choice, high identifiers, 108
strategic concern
vs. cohesion, 103
vs. continuity, 103
strategic conformity, 289
strategic goals, group members, 99–100
strategic non-conformity, strong identifiers, 290
strategic thinking, high identifiers, 107–8
strategically conforming, 317–18
strong identifiers
and collectively oriented dissent, 288
and dissent, 292
loyal conformity, 288, 289–90
non-conformity, 289–90
perspectives, 286
strategic non-conformity, 290
uneasy conformity, 289
see also high identifiers
student diversity, increase, 107
student leaders, applicant evaluation, 106–9
subcultures, members of, 129–30
subjective group dynamics (SGD), 97, 138–9
adults, 154
changes, 147
children, 143–5
development, 135–57
domain-specific, 143
and leadership, 239–40
models, 136, 139, 239, 244, 247–8, 253
see also developmental subjective group dynamics (DSGD) model
subordinates, sense of empowerment, 80
succeeding groups, 80
summer schools, 145
evaluation, 142
superior conformity
and deviant opinion expression, 230
as predictor of comfort, 224–6
roles, 225
studies, 225–6, 228–9
use of term, 224
vs. perceived majority status, 228–30
superior moral conduct, 127–8
superiority
   advocacy for, 194
   moral, 126–8
superordinate categories, 190–1
   self-exclusion from, 191
superordinate groups, 184–5
   identification with, 188
supervisor ratings, 26
surveillance, 337
Sydney (Australia), 24

Tajfel, Henri, 284, 328–31
Tanzania, 267
task conflict
   concept of, 27
   high-performing groups, 28
   non-routine tasks, 27
   and relationship conflict, 27
task performance, and position security, 62–4
task-involvement goals see mastery goals
task-mastery, 42
task-relevant ability, 77–8
Taylor, Charles, 286
team innovation, assessment, 26
team players, 18
   vs. conformists, 29–30
terrorism, Islamic, 169–70
theory of mind, children, 148
theory of social mind (ToSM), 150–1
   children, 148
   performance, 149
Tiananmen Square (Beijing, China), 281, 294
Tipton, Billy, 161
tolerance, and differences, 190–2
Tomasi di Lampedusa, Giuseppe, The Leopard (1958), 95–6, 101
topological descriptors, 263–5
ToSM see theory of social mind (ToSM)
trading games, studies, 189
traditions
   collective, 109
   deviations from, 96
trait endorsement, patterns of, 211
traitors, 168, 169–70
   behaviour, 126
   definition, 169
   political, 169
   see also impostors
transgressions
   boundary, 129
   groups and, 128–9
   history of, 125
   ingroup members, 118–19
   severity, 123
   see also norm transgression
Treblinka (Poland), 327
trials, conformity, 1
Trojan horses, 160, 164–5
   definition, 164
   motivation, 164–5
trolls, use of term, 164–5
troops
   American, 120–1
   British, 121, 127–8
   Chinese, 281
Troy, 164
truth, 23–4
   employees and, 28
   majority and, 18
Turks, 162
Turner, John C., 6, 328–31
Twinkies, use of term, 170
typicality
   evaluations, 107–9
   see also prototypicality
Ukranians, 162
unanimity, and minority opinions, 23
unanimity rule, 79
understanding, and socio-cognitive conflict, 38–9
uneasy conformity, strong identifiers, 289
uniformity
advocacy for, 194
pressures for, 124–5
vs. differences, 132, 194–5
uniqueness theory, 224
United Kingdom (UK)
elections, 244
leaders, 238
political traitors, 169
United States (US), 229
history thieves, 167
hospitals, 26
minority opinion expression, 219
political traitors, 169
Presidential elections, 228–9, 238
self-construal scores, 214
Trojan horses, 165
whistle-blowing legislation, 314–15
workers, surveys, 29–30
United States Federal Emergency Management Agency (FEMA), 308
United States Supreme Court, 23
universities, 106–9, 163
achievement goal promotion, 46
functions, 46
mastery goal promotion, 46, 47
performance goal promotion, 46
roles, 46
see also Stanford University (US)
Van Dyne, L., 25
van Knippenberg, D., 242–3
vanity, vs. misery, 112
vegetarianism, 172, 173, 175
victimhood, deviance as, 263–4
victimisation, 153
Vietnam veterans, fake, 167
Vietnam War, minority voices against, 17
Virgil, The Aeneid, 164
virtue of selfishness, 201
visible stigma, 166
visitors, temporary, 79
voice
changing perceptions of, 29
and dissent, 54
encouraging, 28–9
and innovation, 28
and personality traits, 29
voters, hostile, 104
Waffen SS, 117–18, 122
Walesa, Lech, 117
Wallraff, Günter, 162
war
rules of, violation, 127–8
Vietnam, 17
see also World War II
Watkins, Sharon, 28
weak identifiers
and disengagement, 288
and dissent, 292
indifference, 288
normative conflict, 290
personally oriented dissent, 290
see also low identifiers
welfare, collective, 110
well-being, 232
measures, 206
Wenzel, M., 190
West, M. A., 26
Western Europe, 229
cultures, 204
minority opinion expression, 219
Westminster, Battle of, 331
whistle-blowing, 130, 272
antecedents, 304–5
as beneficial deviant behaviour, 304
definitions, 303–5
integrated models of, 12, 302–23
legislation, 314–15
whistle-blowing (Continued)
likelihood of, 313
and normalisation processes, 315–18
and normalisation of wrongdoing
model, 311
and organisational wrongdoing, 315
in organisations, 12
power of, 316–17
predictors, 305–6, 315–18
interaction effects, 316–18
main effects, 315–16
prosocial organisational behaviour
model of, 315–16
benefits, 318–19
studies, 313
and wrongdoing, 302, 304
whistle-blowing model, propositions,
305–10
white-collar crime, 303
whitewashed, use of term, 170
widening participation, issues, 106–7
Wilson, D. J., 185–6
Winter Palace (St Petersburg, Russia),
336
witchcraft hysteria, research, 4
women, sexual harassment against, 309
Wongar, B. (Stretan Bozic), 161–2
Wood, W., 263
Worchel, S., 270
work group identity, common, 66
work groups
cohesion, strategies for, 56
compositional change
effects on dissent, 54–72
effects on innovation, 54–72
research, 64
natural, 25
newcomers in, 58
work teams
compositional change, performance
advantages, 68
management, in organisations, 65–6
work-force flexibility, 68
workplace
creativity in, 26
innovation in, 26
World War II, 117
and consequences of conformity, 2
Jews in, 165
Nazis, 167
shape shifters and, 162
wrongdoing
acceptance of, 311
allegations, 314–15
clarity of evidence of, 316–17
collective vs. individual, 311
definition, 303–4
incidence, 308–10
institutionalisation of, propositions,
311–12
integrated models of, 302–23
labelling, 304, 305–10, 315–16
normalisation of, 316–17
and organisational culture, 308,
309
rationalisation of, propositions,
312–13
seriousness of, 316–17
socialisation of, propositions, 313–15
use of term, 311
and whistle-blowing, 302, 304
see also normalisation of wrongdoing
model; organisational
wrongdoing; potential
wrongdoing
yielding, 194
Yugoslavians, 162
Zhang, Y., 207–8
Zimbardo, P., 324–5, 332, 333, 336–7,
339–40