

EUROPEAN NETWORK  
OF ORGANISATIONAL AND WORK PSYCHOLOGISTS

**ENOP**

***NEWSLETTER***

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# ***ENOP NEWSLETTER No. 37***

## ***May, 1999***

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### **1. Editorial**

Dear colleagues,

the present newsletter summarizes discussion inputs and conclusions taken at the 1999 business meeting. This year, the necessity of strategy planning of ENOP activities and strategic goal setting was repeatedly emphasized. Coco members were invited to set a frame for strategy development at next year's business meeting. Therefore, Bernhard Wilpert and Vincent Rogard's paper on *the European Network of Organizational and Work Psychologists* which focuses on ENOP goals is printed in the present newsletter.

Second, the newsletter enlists again names, addresses, research topics, and up to five publications of members. I would like to include in each of the following newsletters the updated list of names, addresses, and research topics. With regard to publications, only most recent publications shall be presented if the respective colleague sends information about his or her recent publications.

Have a fruitful summer term and a relaxing summer vacation!

Erich Kirchler  
Vienna, May 1999

## 2. Business Meeting 1999

The 1999 business meeting took place in Paris, MSH, March 27, 1999. The following topics were discussed:

- (a) Four year plan: Vincent Rogard reports that the director of MSH, Mr. Maurice Aymard, will be able to support ENOP as in the past years.
- (b) Work & organizational psychology evaluation: Vincent Rogard informs about French network developments of restructuration of work & organizational psychology and evaluation.
- (c) Symposium 2000: Next year's symposium will be on "*knowledge management*". Edvard Konrad, Kjell Ohlsson and Veikko Teikari will organize the symposium which shall take place in Paris, March 23-24, 2000 (begin: March 23, 2000, 14.00 h). The location of the symposium is still to be found and shall be decided at the Coco-meeting in Autumn. Besides *knowledge management*, topics such as *ethics, trust and cooperation, risk-taking, flexibility* etc. were mentioned.

*Note: Edward Konrad invited by separate e-mail all ENOP-members to propose ideas which help to articulate the 2000-symposium program. All proposals shall be discussed at the Coco-meeting in September 1999.*

- (d) Workshops: Several workshops on economic issues are scheduled for the next months.
  - EAWOP conference, Helsinki, Finland, 13-17 May, 1999 (information by Veronique De Keyser).
  - Workshop on Human Errors, Liège, Belgium, beginning of June 1999 (information by Veronique De Keyser).
  - TQM-workshop (Industrial Association for Ergonomics), Linköping, Sweden, 14-15 June, 1999 (information by Kjell Ohlsson).
  - Achieving Successful Safety Interventions (NeTWork Workshop), Bad Homburg, Germany, 17-19 June 1999 (information by Bernhard Wilpert).
  - Organizational Psychology and Transition, Prague, Czech Republic, (information by Robert Roe and Branimir Sverko).
  - VI European Conference on Organizational Psychology and Health Care, Gent, Belgium, 7-9 October 1999 (information by Pol Coetsier).
  - XXV IAREP Annual Colloquium and SABE conference (Economic Psychology and Behavioral Economics), Baden/Vienna, Austria, 12-

- 16 July 2000 (information by Erich Kirchler).
  - XXVII International Congress of Psychology, Stockholm, Sweden, 23-28 July 2000 (information by Gunn Johansson).
  - XXV International Congress of Applied Psychology, Singapore, 7-12 July 2002.
  - VIII European Congress of Psychology, Vienna, Austria, 6-11 July, 2003.
- (e) Summer schools: Several colleagues express a strong wish to install summer school as a regular event of ENOP. The summer school not only provided a forum for discussing and learning w & o psychology. It is also attracting interest of students interested in the field of work and organizational psychology without opportunity to deepen the topic at their home universities.
- Organizing a summer school is especially difficult if financial resources are missing. Therefore, a source of support should be found.
- Bernhard Wilpert presents models of summer schools in the past. José Prieto foresees possibilities to run a summer school in about three years time in Madrid. Kjell Ohlsson will check possibilities to organize a summer school in Sweden.
- Information: The III summer school on economic psychology, organized by IAREP, will be held beginning of July 1999 at Bertinoro, province of Cesena, Italy. The local organizer is Salvatore Zappalà (University of Bologna, Via Zamboni 24, I-40125 Bologna, Italy).*
- (f) Library project: Bernhard Wilpert reports that the first project sponsored by Volkswagen, is completed. Eleven universities in Eastern European Countries have received books. Gunn Johansson is in charge of the second project, sponsored by Swedish institutions. Universities of Talin and Riga should receive books.
- (g) Curriculum development: The “green” brochure has been sent to all ENOP members who should distribute the brochures to colleagues and institutions in their countries, interested in and engaged with curriculum development. Robert Roe and Bernhard Wilpert will soon provide an accompanying letter.
- Universities are invited to send in their curricula for comparison with the reference model and evaluation by ENOP.
- What shall be done next with regard to curriculum development? ENOPs interested in collaboration shall contact Robert Roe.

- (h) Erasmus and Socrates programs: In order to become aware of already existing Socrates-links between ENOP members, all colleagues are invited to send information about contracts between their department/university and other departments/universities with ENOP members. The information about existing links shall be send to the newsletter editor.
- (i) Research and publications: Presentations and discussions at the annual symposia and at workshops should be considered for publication.
- (j) Membership: Lyudmila M. Karamushka, Head of Management Psychology, Laboratory, Associated Professor (2 Pan'kivska str., 252033, Kyiv-33, Ukraine; phone/fax: +38 044 4509767; e-mail: [ilkarama@biocol.freenet.kiev.ua](mailto:ilkarama@biocol.freenet.kiev.ua)) was presented by Edvard Konrad as a candidate for ENOP and accepted at the 1999 business meeting as a member of ENOP.

*Reminder: Members not present at the annual business meetings for three consecutive years are excluded from ENOP. Coco should check the membership list and cancel members who were not present at the meetings in the last three years.*

- (k) Budget: No changes.
- (l) Research evaluation: The results of Edvard Konrad's study was printed in the last newsletter (November 1998).
- (m) Coco meeting 1999: 26 September 1999, 9 h, Paris, MSH.  
After a vivid discussion on the necessity of more strategic planning of ENOP, members of the business meeting invite Coco to
  - plan the agenda, business meeting 2000, including strategic issues,
  - provide a frame for strategic discussion on the Saturday, 25 March 2000, and
  - to start the business meeting with regular topics on Friday, 24 March 2000, afternoon (e. g., 4.00 - 6.00 h).

### 3. Annual ENOP Symposium, Paris 1999

*Doing research with policy implications:  
Bridging organizational psychology and policy research  
(Rene Bowen, Veronique De Keyser, Erich Kirchler)*

#### Program

*Tuesday, 25 March 1999 (14.00 – 18.00 h):*

General introduction to the symposium (Rene Bowen and Erich Kirchler)

Part 1: Choice of research topics and definition of issues and frameworks

Jos Bergham (University of Leuven, Belgium, Social Policy Research): An introduction to “The European Social Model”.

*Friday, 26 March 1999 (9.00 – 13.00 h and 14.00 – 18.00 h):*

Part 2: Dealing with stakeholders and the mass media

Veronique De Keyser (University of Liège, Belgium): Talking with policy making constituencies (European employment plans of the state members; participating in policy making bodies: the national labor council).

Ingrid Lunt (EFPA, London, UK): Taking with and through the mass media (The role of public relations for W & O psychology; strategies to deal with public media).

Part 3: Methodological problems/implications of doing multi-level research

David Guest (Birbeck College, London, UK): Issues in researching job security (Methodological and conceptual problems in designing policy research; which groups are targets for policies; how to confront the dominant economic influence on policy-making?)

Robert Roe (University of Tilburg, The Netherlands): Studying transition in Eastern Europe (Hierarchical, temporal, structural and compositional levels in transitional contexts; defining micro, meso, and macro levels of analysis and policy).

# **DOING RESEARCH WITH POLICY IMPLICATIONS: BRIDGING ORGANIZATIONAL PSYCHOLOGY AND POLICY RESEARCH**

**ENOP SYMPOSIUM SYNTHESIS - Paris, March 25-27, 1999  
by Veronique De Keyser**

Work and Organizational Psychology research has not the policy implication that could be expected based on the overall mission and the expectation of practitioners and scholars in this field. The world of working and getting organized for it is changing at a pace never experienced before. Flexibility and competency requirements are changing the characteristics of the labour force and the functioning of the labour market itself. But how to bridge W&O Psychology, and policy research, and how to be proactive in this way, without losing its specificity, this was the meaning of the debate held at the Maison des Sciences de l'Homme, March 25-27, 1999. Traditionally, the focus of W&O psychologists is the individual. Today, psychologists have to pay attention to a global change, and to predict its implications at a mesolevel - firms, companies, institutions- and at a microlevel individual. Moreover, they should carry out research, which, in order to solve individual problems, should also be addressed at a meso and macrolevel. The links between these levels are not easy to discover; they are not deterministic, and they require a broader knowledge than a purely psychological one. Social science, economy, politics play a role in the understanding of this new situation, but also a less academic knowledge rested on a daily consultation of the media! The difficulty to be aware of what is really going on, associated to a lack of theories or models able to predict what will be, or should be, partially explains the uneasy feeling of the participants to the ENOP Symposium. If for some of them it was clear that W&O psychologists should influence stakeholders and policy-makers in a proactive way, for others, reacting as scientists, the risk was too high. They only had a partial view of the overall picture, and certainly not enough expertise to make predictions and produce guidelines.

The change is driven by the market in a frame of global competition. Actually, the European Single Act, the treaties of Maestricht and of Amsterdam have had an explicit objective: the development of a large European internal market, which would be based on free trade, and would guarantee economic progress. But within this frame, effects are aimed at, but others are considered as dysfunctional - see Figure 1.



Figure 1 - Global competition and its implications on working conditions (De Keyser, 1997)

International competitiveness

Tension		Flexibility		Competitiveness	
Nature	Risks	Nature	Risks	Nature	Risks
More and more complex technological investments	-> increase in parameters to survey	Set-up of continuity between machines	-> reduction in dead times - management of more parameters for the operation	Greater and greater exclusion	-> loss of confidence in the future and in the value of the diploma
	-> man becomes supervisor		-> training requirement wider and more systematic		Multiple but dispersed government aids
	-> continuous training required	Just in time management	-> increased temporal pressure		
	-> risk of human error			-> constant self-evaluation and organizational evaluation	Reinsertion initiatives in the social economy
Increased speed of installations	-> risk of accident	Flexible management of teams	-> risk of dissolving social ties		-> disappointment
	-> high mental load		-> increase in work accidents		
Tight management of production parameters	reinforced control	Teleworking	-> social isolation		
			-> decrease in quality of working conditions		
			-> return in piece work		
			-> loss of promotion		
			-> organizational difficulty		
		Flexibility of temporary work contracts	-> low job security		
		Virtual firm	-> social ties		
			-> working conditions		
			-> low job security		

Tension, flexibility, risk of unemployment are increasing, and their consequences for the workers are high in terms of stress, insecurity, and even human errors and accidents.

In his presentation, **JOS BERGHMAN** mostly challenges the social protection system of the European countries. When people are integrated into the labour market they receive a work income, which, in turn, enables them to have command over resources to guarantee their social integration. The social cohesion is threatened when more and more people - as expressed in Figure 1 - are excluded from the labour force, and are not reinserted by the traditional restorative actions such as health care, work mediation, training etc. In this case, social protection operates as a by-pass mechanism that guarantees a replacement income in order to safeguard social integration. But, if there exists a broad European societal model, which stems from the post-war period, within this frame, the European State members have their own specificity in social protection. Moreover, the European social model has to evolve, for it was based on three assumptions, which are no longer valid: full employment, family responsibility of the insured worker, and full-time job. For all these reasons, **J.B.** speaks for:

- a valid approach to benchmarking with respect to social protection
- appropriate criteria to monitor national social protection policies
- experts having the adequate knowledge to interpret these data, in relation to their social, political, economic and cultural implications.

Comparing the US model and the European one, **J.B.** points out that the former rests on less governmental intervention. It has no level of minimum income and focuses low labour costs but yields lower labour productivity and low unemployment rates. It provides also a low level of social protection. The rate of poverty is high, even among people with a job, and criminality is high either (see Figure 2).

Figure 2 - Productivity indicators - % differences between US and EU.

	<u>US</u>		<u>EU</u>
GDP / capita	130	>	100
GDP / employed person	108	>	100
Number of hours worked	144	>	100
GDP / hour worked	89	<	100
Remuneration / hour	101	=	100
Productivity / remuneration	87	<	100

Actually, under the umbrella of the European model, three distinct traditions can be found: the Scandinavian, the Atlantic, and the Continental tradition. The Scandinavian tradition emphasizes reinsertion in the labour market; it integrates into the labour force, workers with a limited productivity, but this takes place within a continuous retraining process. The Continental model gives a priority

to productivity, with a higher rate of unemployment; but it stresses a good bypass mechanism with income-related benefits that are capable of replacing the lost wage to a high degree. The Atlantic model provides a flat rate income protection; income-related protection was originally left to occupational provisions and private initiative. If these models have to evolve, and to adapt themselves to a changing world, we can hardly rely on a "natural" change process. The recent political rhetoric for more market, deregulation, consumer freedom, labour mobility and flexibility can hardly hide its preference for a change towards a kind of U.S model - without taking into account the socio-political cultures and structures of the different state members of the E.U. For **J.B.**, even if social protection remains a full competence of the member states, their mutual dependence in a single market and monetary union pleads for *monitoring social protection on essential parameters for which benchmarks might be elaborated*. Promoting such kind of research activities could be the role of the EU-Commission. Yet, in elaborating benchmarks and setting monitoring devices, social protection should be addressed in its broader socio-economic context. But in the EU-Commission, there is a risk to underestimate the necessary knowledge to understand, and interpret this broader context. **J.B.** points out the growing emergence of consultants at the EU-Commission. They have a kind of ad-hoc knowledge, efficient enough to manage contracts but without the deep understanding of the social phenomena which is crucial to provide wise advice. He pleads for the *use of real experts* in the social protection field. Even if **J.B.** comes from the social sciences, his presentation is closely related to W&O psychological issues. As the social protection policies have an impact on outputs such as unemployment rate, poverty, labour demand and labour supply, social exclusion etc., the link between the macrolevel tackled by **J.B.** and the meso and microlevels - more traditionally covered by W&O psychologists can easily be drawn by the participants.

**VERONIQUE DE KEYSER** addresses the question of the communication between W&O psychologists and policy-makers, or stakeholders. This communication is either non-existent, or rare, and often distorted. **VDK** makes the assumption that the content of the message is more important than the media support. This content is actually framed by:

- an analysis of the society evolution at a macrolevel - see Figure 1 and **J.B.**'s presentation
- the European guidelines as drawn up in Luxembourg, 1997.

In the summit of Luxembourg, in 1997, it was finally decided that the policy of the member states would be in keeping with a European dynamic regarding employment, and that they would draw up an action plan for employment. This action plan must take their specificity as well as the guidelines of the summit of Luxembourg into account. There are four thrusts and nineteen guidelines - see Figure 3 - which will guide, from now on, all national policies within Europe.

Figure 3 - The four thrusts and the nineteen guidelines of the Luxembourg summit

<p><b>THRUST 1. Improved employability</b> Line 1: The initiative for youth employment Line 2: Efforts to prevent long term unemployment (persons insured against unemployment) Line 3: The initiative for unemployed non-insured young and adult persons, the municipal activation of recipients of cash assistance Line 4: Shift from passive to active measures (persons insured against unemployment) Line 5: Incentive to the creation of partnership Line 6: Lifelong learning Line 7: Easier transition from school to working life</p> <p><b>THRUST 2. Development of a culture of entrepreneurship</b> Line 8: Start-up and operation of own enterprise Line 9: Possibilities of job creation must be exploited Line 10: The tax system must be more employment-friendly (specific reduction in the tax burden) Line 11: VTA reduction in sectors with a high rate of employment Line 12: Job creation at a local level, social economy.</p> <p><b>THRUST 3. Encouraging the level of adaptability of businesses and their employees</b> Line 13: Modernisation of the work organisation: working time reduction, flexibility etc... Line 14: Contract adaptability Line 15: Human resources investment</p> <p><b>THRUST 4. Strengthening the policies for equal opportunities</b> Line 16: Reduction of the gap in unemployment rates between women and men by actively supporting the increased employment of women Line 17: Better access to care facilities for children Line 18: Specific attention to women and men considering a return to the paid workforce after an absence Line 19: Special attention to the problems people with disabilities encounter in participating in working life.</p>
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In these guidelines they are numerous issues that concern W&O psychology: for instance, employability. What is the exact meaning of this concept? And flexibility? Are we sure that we put into flexibility, what is expected by the policy-makers, and by the industrial stakeholders in general? Do we have to increase flexibility, or on the contrary - such as in The Netherlands, which introduced the concept of flexicurity- to find into flexibility, blocks of stability, of security. In other words, dont we have to manage the new rules of the industrial world, to avoid their negative consequences on the individuals, or dont we have - but this is a more ambitious objective - to indicate to policy-makers alternative issues to those proposed in the guidelines? For policy-makers

are taking decisions, from an economic and quantitative point of view, without taking into account any qualitative parameters. **VDK** gives an example, which yielded an acute debate in the High Employment Council she is a member from. Given the general trend of the E.U. to reintegrate as many people as possible in the labour market in order to preserve the social cohesion, and the financial balance of the social protection system of the member states, the High Employment Council was very much concerned by " employment pitfalls".

This is to say, the high amount of social allocations received by certain persons or families, which consider a job less attractive, especially with minimal wages. If seeking a job is entirely determined by the difference between the amount of the social allocations and the minimal wage, a purely economic model can predict the persons behaviour. But in fact this model is very poor, and does not pay any attention to other, more qualitative parameters. Drawing conclusions >from this model could be dangerous from a social point of view ; it could yield to a reduction of the social allocations in order to increase the motivation to seek a job! The attractiveness of a job is more than the salary: the nature of the job, the working conditions, the competencies developed, the social image etc; all these criteria play a role. On the contrary, we can find, despite a good salary, negative parameters: distance >from home, cost of decent clothes, lack of children care, inadequacy with a satisfactory family life etc. W&O could easily enrich the economic model, by providing qualitative and quantitative data resulting from studies. This is the case for the employment pitfalls but there are hundreds of examples of policy-makers decisions or of policies thrusts which are taken without any W&O bases - but which will have tremendous impacts on working conditions and well being at work. **VDK** pleads for *a more proactive research policy in W&O psychology, taking into account the general evolution of society, and the European employment policy as it was agreed by the different member states*. Actually, she proposes a problem solving approach where the problems are analyzed and even anticipated, with respect to these two frameworks. In this case, the role of the media is not so important. But their role is crucial as soon as W&O psychologists want to introduce in the policies, emergent topics of research, or when they disagree with established ideas. Then, the media act as a lever, giving a weight and enlightening these new topics and ideas in order to increase public opinion and stakeholders awareness. In this respect, the relationship with the media has to be seriously thought.

**INGRID LUNT** speaks as educational scientist. She is presently President of EFPA and of BPS, and considers that communicating, and diffusing findings in a field is a "moral" obligation- time consuming, difficult, full of surprises and distortions, but an obligation. Resting on Weiss' taxonomy, she distinguishes four models - four ways for social research to influence policy-makers : the chain model, the problem solving model, the political model, and the enlightenment model. After discussing the peculiarities of these models, she points out the difficulty of communicating with the media. The message has to

be clear and short, but in no way a drastic simplification of reality; on the contrary, it must enrich the simplistic view some people have from social aspects of life and working life. She pleads for *a real training of scientists regarding to the media*, and gives an example of such practice in her field.

**DAVID GUEST** talks about job security, in relation to methodological issues, and the implications of doing multi-level research. Job insecurity is a pervasive problem in many industrial countries. The problem has been analyzed from a number of perspectives - economic, institutional/sociological and psychological. A study is reported, based on a sample of 1000 UK employees, which compares the power of three perspectives to explain variations in subjective feelings of job security (see Figure 4).

Figure 4 - A model of influences on job security

Background Characteristics	Organization Policy and Employment Context	Individual Appraisal of employment Relationship	Outcome
Organizational	Involvement Climate	Psychological Contract	Job Security
	Human Resource Practices		
Individual	Past Redundancy Experience		
	Future Redundancy Expectations		
	Job Alternatives Expectations		

Based on a stepwise regression, it is found that all three perspectives, including a measure of the state of the psychological contract, add some unique explanations. However the key explanatory variable, perhaps unsurprisingly, appears to be the expectation of future job loss. Surprisingly however, the reported levels of job security are rather high. Other findings are quite unpredictable: for instance, in the first perspective, older people with a long service in large organizations feel particularly vulnerable to feelings of job insecurity. In short, *job security is usefully conceived and measured as a subjective concept, and the variables typically considered by economists have to be completed.* **D.G.** is very much in favour of *a multidisciplinary approach of the problems.* This viewpoint can be related to **VDK's** example of the employment pitfalls, where the economic model was far from integrating psychological variables.

**ROBERT ROE** introduces a reflection on the transition process in Bulgaria and Hungary, after a four-year research project (1993-1997) funded by the European Commission. The project rested on the idea that society only changes if people are changing their behaviours, and that the behaviour of people at work follows its own laws of motivation and performance: *change can only occur and be*

*effective if people's needs, feelings and habits are taken into account.* There are social prerequisites for a successful socio-economic change. Data came from a variety of sources: countrywide surveys, case studies in firms, historical and statistical records. The researchers (a small team including Laurens Ten Horn >from Delft) have covered a great range of situational variables, personal characteristics (needs, values, attitudes) and outcome variables. The measurements were done at two different timepoints, 1,5 year apart, and Bulgaria and Hungary have been compared to The Netherlands. **R.R.** gives first some unexpected results of this study: for instance, neither Bulgarian, nor Hungarian workers showed any sign of demotivation or work involvement. But there was a combination between high involvement in the work itself and alienation from the organisational context and practices. The relationships between motivation, work situation and personal characteristics were studied by Lisrel and discriminating analyses. *The results are confusing and do not support the idea that western models can simply be applied.* Then **R.R.** introduces a metareflexion on the change process. He pinpoints non-resolved questions, which should have required other methodologies to be answered. These questions are related to different dimensions of the change problem : the framework, the hierarchical dimension of the macro, meso and microlevels (and the acute problem of aggregation), the temporal dimension (the different historicity of the three levels and the delay of change), the structural dimension. (the various groups of actors who play a role in the process of change, counter change and preservation), the demographic dimension (and the potential intergenerational differences against change and stability), the contextual dimension (and the cross-border interactions), and the behavioural change. Regarding this last dimension, **R.R.** is very explicit, and develops what he considers to be *the core of a behavioural model of individual change applicable to the conditions one is interested in.* According to him, the likelihood of effective change seems to depend on:

1. barriers
2. opportunities
3. exemplary goals
4. compatible action plans
5. feedback and rewards.

But change not only depends upon change-promoting factors but also upon hindering factors. Among them:

1. contextual unclarity
2. false expectancies
3. counter-evidence
4. trial and error
5. inadequate or negative feedback and failure

## CONCLUSIONS

Three major questions emerge from the different interventions. They haven't received the same kind of answers but these answers are not exclusive from each other ; their variety reflects the sensitivity, and sometimes the background of the speakers.

## 1. Enlarging the focus and making sense

For almost each speaker, the crucial point was : how to make sense for policy-makers ? how to establish links between levels ? how to reframe, in a broader context, a psychological approach ? For it seems clear that to influence policy-makers, psychologists have to enlarge their focus. Two lines have been proposed:

- *an expertise-based approach*: there was a plea for "real" experts in a field, but with a multidisciplinary background. These experts could make inferences between the different levels (macro, meso and micro) and reframe the psychological approach in a broader context. This point of view is shared by **Jos Berghman, Rob Roe, Veronique De Keyser** and **David Guest**. But, behind this convergence, there are differences. For instance, **VDKs** proposal is to reframe psychological questions into the 19 guidelines of the Luxembourg summit - in a kind of top down approach- , and **R.R.** used a bottom up approach, based on the results of a large survey, to extract new dimensions of the problem, at a higher level.
- *a methodological approach*: expertise draws expected inferences, and asks pertinent questions ; but research produces innovation, and very often unexpected results. In this case, the links between the levels are not to be extracted from expertise, but from methodological approach : regression, discriminating analysis, Lisrel etc. This is perfectly demonstrated by **David Guest**, when, resting on a statistical approach, he shows that the subjective feeling of security is lower with older workers with a stable job ; it is also the case in **Rob Roe's** presentation, when he expresses that in the Bulgarian and Hungarian survey the workers have high motivation and job commitments.

## 2. Training the scientists to speak with the media

In order to influence policy-makers to take into account emergent topics of research, or findings, which counteract common beliefs and stereotypes, there is a necessity to speak with the media in a proper way in order to minimize the risk of misunderstanding and distortion. Some people have more talent than others to vulgarize scientific results; nevertheless, everyone should benefit from an appropriate training. Ingrid Lunt has given convincing arguments in favour of this systematic training.



### 3. Understanding change

Behind the considerations above, which are almost technical and to some extent, rather superficial, the deep question of the symposium is : do we really understand the meaning of change ? What does it imply, at the different levels - with the game of different actors, with different stakes , in different cultures? Once again, there are different proposals which could be complementary.

- *monitoring change, by benchmarking, and elaborating an appropriate set of criteria.* **Jos Berghman** has developed this idea for social protection, but it could be applied - and it starts to be applied in different European countries - for issues related to working conditions.
- *reframing, thinking and interpreting change.* **Rob Roe's** proposal is really to reframe questions about change into crucial dimensions that induce a deeper reflection on the subject, and are finally new lines of research. According to him, it seems clear that the problem we encounter vis-à-vis change, is less to add new facts, or results to existing research- an extensive research strategy- than to think, understand, and interpret what we have already found, and then, give an impulse for a more comprehensive approach of change: in short, he pleads in favour of a reflexive research strategy.

About the question of knowing if there is a moral obligation for scientists to diffuse to a large public their findings, and to influence policy-makers, there is a mixed feeling between the participants. But it is clear, after the two-day ENOP symposium, that there is room for W&O psychologists in policy-making; that expertise, methodologies, frameworks, best practices are available to favour this integration; that, in general, scientists have to present their findings in a clear way but which enriches the rather stereotyped and simple view of the world policy-makers have, if left alone to take decisions. And maybe it is an excellent exercise that could renew, and provide new impulse to the discipline.

# 4. The European Network of Organizational and Work Psychologists (ENOP) by Bernhard Wilpert and Vincent Rogard

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## European Network of Organizational and Work Psychologists

(ENOP)

Past - Present - Future

Bernhard Wilpert & Vincent Rogard

March 1997

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### 1. ENOP - A European Network of Social Science Cooperation

#### (1) Aims

ENOP was created in 1980 out of an acute awareness that the progress of European integration posed novel challenges both for scientific inquiry as well as professional practice which called for renewed efforts in information exchange, scientific cooperation and concerted European action of all social sciences, including Work and Organizational Psychology (W/O Psychology) (cf. Appendix 3, ref. 35).

This problem oriented focus called for a strategy to transcend received national borders and monodisciplinary traditions. Thus, ENOP formed part of a European wide trend in the 70s and 80s among social sciences to develop a more genuine European outlook in social science research and application.

#### (2) Structure and Mode of Operation

ENOP in 1996 consists of some 40 professors in W/O Psychology from about 20 East and West European countries (see Appendix 4). Membership is linked to a respective university or academic position in W/O Psychology and personal commitment and active involvement in ENOP programs. As shown below, the wide range of ENOP's activities goes far beyond its limited membership (see chapter 2).

Program activities are decided by an annual "business meeting" of all members. An elected seven member Coordinating Committee (CoCo - tenure: two years) meets bi-annually to ensure the implementation of the business meeting. While no formal charter or bylaws nor representational roles (president or similar

functions) limit the collective responsibility of all members, implementation and realisation of program elements are carried out by way of drastic decentralization, i.e. various members take on operational functions individually or in specific task forces depending on their interest and competence.

### (3) The role of the Maison des Sciences de l'Homme

ENOP is facilitated by a small administrative support structure (scientific secretariat) and modest but critical program support in terms of seed money and support for participants from East European countries provided by the Maison des Sciences de l'Homme (MSH). Supplementary sources for program activities are sought from third parties (e.g. Volkswagen Foundation; Werner Reimers Foundation, Bad Homburg, Germany; Commission of the European Union; universities; individual contributions), thus, that the MSH contribution has always been limited to maximally one third of the annual budget.

## **2. Achievements in the Past**

### (1) Involvement in International Congresses

The heightened sensitivity towards European issues led to a valiant involvement of ENOP members in the first four European Congresses of Psychology (Amsterdam 1989, Budapest 1991, Tampere 1993, Athens 1995), in the formation of the European Association of Work and Organizational Psychology (EAWOP - founded in 1991), the active participation in the European Congresses of Work and Organizational Psychology (Rouen/France 1991, Alicante/Spain 1993, Győr/Hungary) and (1991) in the creation of the official organ of EAWOP, the Quarterly European Work and Organizational Psychologist (as of 1996: European Journal of Work and Organizational Psychology). ENOP members served as the President of the First European Congress of Psychology, Amsterdam 1989 (Pieter Drenth) and as first Presidents of EAWOP (Robert Roe 1991-1994, José Maria Peiró 1995-1999).

### (2) Annual Symposia

An uninterrupted series of 16 well-attended annual thematic symposia formed part of the main ENOP activities (see Appendix 1).

### (3) Thematic Workshops

Up until 1996 ENOP has carried out 37 thematic workshops (see Appendix 2). These workshops addressed scientific issues at the cutting edge of scientific discovery or methodology and were designed to attract participants from all social scientific areas concerned with work and organizational problems and, therefore, reached far beyond the immediate ENOP membership. Many of them even served the wider scientific community by virtue of their results published in separate publications (see Appendix 3).

The 14 ENOP workshops "New Technologies and Work - NeTWork" under the

joint sponsorship of the Maison des Sciences de l'Homme and the Werner Reimers Foundation (see asterisked workshops in Appendix 3) have in recent years focused on safety and reliability of complex sociotechnical systems with high hazard potential (nuclear power plants, chemical installations etc.). An international interdisciplinary "Core Group" of reputed scholars from the ranks and files of ENOP as well as from other institutions provides the requisite planning, implementation and evaluation of these NetTWork workshops. NeTWork may be considered now as a thematically oriented "spin-off"-network from ENOP comprising ENOP members as leaders, but integrating many outside scholars and research institutions.

Since 1985 four international thematic workshops focused on Work and Organizational Problems in Hospitals and the Health Care System (see Appendix 2, # 8, 21, 33, 36). The participating institutes and their researchers have now developed as a second thematic international and interdisciplinary "spin-off"-network under ENOP auspices.

#### (4) Educational Programs

ENOP has so far organized two European Summer Schools on "New Information Technology and Work Psychology" in Berlin (1989) and in Tilburg (1992). The Summer Schools, each with a duration of four weeks, attracted each 20 - 25 postgraduate participants from East and West European countries and were carried out in close cooperation among universities of Berlin, Tilburg, Paris and Delft. Their intention and result was to offer a first contribution towards the development of a genuine European doctoral training scheme. Contacts established among participants are continued through electronic networks and the emergence of joint research projects (cf. Appendix 3, refs. 33, 34). ENOP plans to utilize the contacts established during its Summer Schools among young promising researchers as a basis for periodic meetings of alumni in order to help in the promotion of their academic and professional careers.

In order to further the European dimension in university teaching of W/O Psychology, ENOP conducted a comprehensive survey of European university curricula in W/O Psychology and proceeded to develop a "Reference Model for European Curriculum in W/O Psychology" (cf. Ref. 36 in Appendix 3). Supported by the ERASMUS program of the European Union it offers potential for a harmonization of university education and facilitates further student and staff exchange in Europe as well as mutual recognition of diplomas and certificates in W/O Psychology. European Congresses of W/O Psychology (Alicante 1993, Győr 1995) served as fora to discuss the proposed model curriculum with a wide audience of scientists and practitioners.

A TEMPUS supported project for the development of a degree training program in industrial design of the Budapest University of Technology involves ENOP members from the Universities of Technology in Budapest, Berlin and Delft.

#### (5) Student and Staff Mobility Programs

ENOP, assisted by the MSH, served since the early 80s as a forerunner in East-West European student and staff exchange. The ENOP exchange program was later extended with the support of ERASMUS. In 1995 it covered universities of Amsterdam, Ghent, Nijmegen, Tilburg, Berlin, Madrid, Valencia, Dublin, Bologna, Lisbon.

#### (6) European Research

Among the international cooperative research projects facilitated by ENOP members and supported by the Maison des Sciences de l'Homme or national and international research support organizations are:

- Industrial Democracy in Europe - IDE (cf. Appendix 3, refs. 11-14)
- Work Socialization of Work - WOSY (cf. refs. 5,20,32)
- Managers of Tomorrow - MOT
- Meaning of Working - MOW (cf. refs. 7,19)
- FOCUS '92 - Climate and Culture in Organizations (cf. Ref. 18)
- International Handbook of Participation (cf. refs. 6,15,16,26,31)
- Safety in Nuclear Power Plants - SNPP (cf.ref.29)
- Stress in Work (cf. Ref. 28)
- Work Motivation and Quality of Working Life: Prerequisites for Successful Socio-economic Change (cf. refs. 24,25)
- Psychological and Social Determinants of Environmental Attitudes and Behaviors
- Interruption in Informational Work
- Human Error in High Risk Socio-technical Systems (cf. ref. 22,29,30)

The research projects brought ENOP members and researchers from other disciplines into collaborative ventures from altogether 23 countries, including colleagues from Canada, China, India, Japan and the USA.

#### (7) Assistance to National Programs of W/O Psychology

The French Ministry of Higher Education and Scientific Research, in 1996, asked ENOP to conduct a comprehensive evaluation of French research groups and institutes in W/O Psychology with the aim of establishing a viable network of research institutes in W/O Psychology as a basis to further improve quality of output and social relevance of respective research in France. Four ENOP members served as evaluators. This venture constituted one of the rare examples in the social sciences of an international disciplinary association to evaluate a nation-wide program.

#### (8) East-West European Cooperation

A major focus of ENOP program activities in recent years was the attempt to answer special East European needs. It resulted in vigorous recruitment efforts in Eastern Europe, the conduct of the 1987 Annual Symposium in

Siófok/Hungary (then still an East Block country, see Appendix 1,#7) and four thematic workshops with topics of particular relevance for Eastern Europe (see Appendix 2, #17,26,27,31).

Research projects with particular emphasis of East-West cooperation are a.m. ventures on Safety in Nuclear Power Plants (in Bulgaria, France, Hungary and Germany, ), Stress in Work (Netherlands, Poland, Spain, UK), Interruptions in Mental Work (Netherlands and Russia), Industrial Democracy in Europe (twelve West European countries, Japan and Poland), Work Motivation and the Quality of Working Life (Bulgaria, Hungary, Netherlands) .

With the support of MSH and of national psychological societies and institutions of psychology, special emphasis was given to encourage the mobility of East European students and staff to spend a minimum of four weeks in West European institutions to study topics such as training methods, environmental psychology, test psychology, transition problems to market economies, marketing, consulting services, work analysis.

A Library Support Project for East and Middle European Universities was launched in 1993 which, in iterative loops among ENOP members identified a set of 100 basic text books and research monographs for university teaching and research in W/O Psychology. The resulting list of basic books is tantamount to a unique operational definition of the field of W/O Psychology in Europe. The German Volkswagen Foundation and the Swedish Work Life Center, in 1995, gave grants in the magnitude of FFR 300,000 to that Project which will allow donations of the book sets to some ten select East and Middle European national/university libraries.

#### (9) Publications

ENOP, with the assistance of the MSH-secretariat, publishes a bi-annual Newsletter of which 31 issues had appeared by 1996. It serves as a link among ENOP members and informs a broader public about current events in European W/O Psychology. Appendix 3 offers a synopsis of major publications that resulted from ENOP activities. A special ENOP Report Series has been established in which important results of ENOP activities are published (cf. Appendix 3, # 35,36). In addition, an ENOP homepage has been created in www and an ENOP list in the internet facilitates easy communication among its members.

### **3. ENOP in 1996**

With limited material and administrative MSH-support ENOP has in the past 16 years proven to acquire a strategic and important role as a lively and successful network of scholars within a crucial social science discipline in Europe at large. It links today more than 40 East and West European Universities or Psychology Institutes of National Academies of Science in joint efforts to improve the standards of teaching and research in W/O Psychology and related social

sciences.

ENOP's major assets are the unquestionable national and international *scientific standing of its members*, ENOP's demonstrated potential to *support national programs of W/O Psychology*, to conduct *thematic workshops and symposia* on societally and scientifically important topics which reach far beyond its members and their proper discipline, its proven track record of *improving and harmonizing training in W/O Psychology* within Europe, its capacity to foster *student and staff exchange* in Europe, its potential to conduct Europe-wide *international comparative research* and to function as an effective disseminator of research findings through its *publications*.

#### **4. Trajectories of ENOP-Programs in the Future**

In social sciences, as in economics and politics, one can presently observe two dynamic tendencies working in apparently contradictory directions: a trend towards global convergence of socio-political problems and a trend in search for regional differentiation and identity. Both form the background which must be accounted for in any science planning efforts. ENOP is clearly located within the dynamics of regionalization, but stakes are also high in the encompassing trend of problems posing themselves in a global horizon.

Looking ahead to the remaining years of the 20th century (1997-2000) certain tasks and challenges impose themselves for ENOP which in spite of its relatively small size has to offer a variety of assets to make important contributions to respond to the solution of extant and emerging societal and scientific problems. The trajectories of further ENOP activities will further unfold along three lines: (1) *networking*, (2) *interdisciplinary cooperation*, (3) *support to regional and national programs*.

##### **(1) Maximizing the ENOP-Network Potential**

The existing effective linkages among European Universities and Academy of Science Institutes offer themselves to advance further the accomplishments to date:

##### Curriculum Development

The European Union's expressed goal of facilitating increasing mobility of the work force within the Union rests on the premises that European-wide quality standards in vocational and professional education are developed and maintained. A requisite requirement is the mutual recognition of diplomas and certificates within member countries of the European Union.

The further development of an adequate European curriculum of university teaching of W/O Psychology will have to take into account both the strengths and weaknesses of existing programs and must strive to achieve a European-wide comparability of quality standards. Based on the groundwork already

achieved in developing a Reference Model for a European Curriculum in W/O Psychology (cf. Appendix 3, ref. 36) the next steps require an improved knowledge of the state of art of teaching W/O Psychology in European Universities and the development and improvement of didactics, teaching methods and teaching aids. In the pursuit of these aims, ENOP will concentrate on collective planning and distributed execution of various requisite tasks.

Envisaged are:

- A survey on curriculum content, methods and teaching aids on a European scale
- A survey on problems and application needs in European industry
- Further development of the European Reference Model
- Development of modules for curriculum design

The work will be achieved through means of:

- European curriculum design meetings
- Workshops on innovative teaching aids
- Industry-University networks on training needs
- Creation of an electronic list on teaching and knowledge dissemination

#### Staff and Student Exchange

An important method of improving mutual knowledge of existing teaching techniques and quality standards in European Universities as well as the upgrading of scholarly competences is the promotion of extensive student and staff exchanges. ENOP will pursue such exchanges through the elaboration of already operating exchange networks under the EU programs of ERASMUS/SOCRATES and through integrating other exchange programs such as the MSH-program Diderot for young East European scholars will work towards the development of a comprehensive plan of exchanges for staff and students.

#### Doctoral Training - Summer Schools in W/O Psychology

The series of ENOP Summer Schools of the past will be continued on a two year basis. These Summer Schools serve to fill the gap of a genuinely European dimension in doctoral training. As the previous ones, they will be open for participants in both, East and West European countries. ENOP members will serve as the selection board for participants and as the core teaching staff. A grant of the Soros-Foundation of roughly FFR 300,000 facilitates the conduct of the next Summer School in Budapest, August 1997, for which the planning is well under way under the joint direction of professors Antalovits (Budapest) and Sverko (Zagreb). Already two further sites have been identified for subsequent Summer Schools in 1999 and 2001: Paris and Helsinki, where local staff is prepared to plan and organize the future Summer Schools.



### Annual ENOP Symposia

The traditional Annual ENOP Symposia (see Appendix 1) will be continued in the future with the purpose of taking up issues in W/O Psychology which have a genuine European scope. Two topics are already under study: Equal Opportunity for Women in Work and Approaches of Upgrading Professional Competences of Practicing W/O Psychologists. Prominent outside experts and ENOP members will be the main contributors. As it was demonstrated in the past, it is expected that the results from the discussions at Annual Symposia will result in specific ENOP action programs in the following years.

## **(2) Interdisciplinary Cooperation**

A significant challenge of future ENOP programming is linked to the evident need to increase interdisciplinary cooperation in efforts to contribute to the solution of some of the most pressing societal needs.

### Thematic Workshops

The success of individual and the existing series of ENOP's thematic workshops have demonstrated that they ideally lend themselves to tackle complex problems which by their very nature require interdisciplinary cooperation beyond W/O Psychology proper.

The traditional approach of ensuring work safety merely in terms of accident protection is increasingly replaced in Europe by a more comprehensive concept of protecting health and safety in work and environment. This constitutes a trend which requires interdisciplinary cooperation in the development of new concepts and methods in theory and practice. The extremely successful and by now internationally recognized series of 14 NeTWork-workshops on the impact of technological development on work settings will be continued on a yearly basis with the support of the Maison des Sciences de l'Homme and the Werner Reimers Foundation. Themes concerning the overarching role and importance of human factors in securing safety and reliability of complex socio-technical systems will continue to be at the center of these workshops.

Similar trends as in the area of new technologies and safety can be observed in emerging emphasis on health in work settings: concepts of more systemic considerations of total health care approaches replace traditional rather limited measures focusing on individual work organizations or health care institutions. The series of the past four thematic ENOP workshops on W/O Psychology in the health care system will be continued on a periodic basis. It is envisaged that two of such European-wide workshops will be organized during the coming four year period.

Further, ENOP will conduct additional individual thematic workshops as the need to treat new topics arises in connection with ongoing deliberations of Annual ENOP Symposia. A case in point is the topic of socio-economic

transformations in Eastern and Western Europe which poses sustained and dramatic challenges to W/O Psychology.

### Research Projects

The majority of international cooperative research projects initiated and conducted by ENOP members clearly tended to address complex social issues where interdisciplinary cooperation was a necessity. ENOP will continue to emphasize this character of joint research. Thus, the ongoing project on Nuclear Safety requires the cooperation with ecologists, engineers and ergonomists. The research on Organizational Culture demands the inputs from anthropology, management, business economics and business history.

(Apart from truly interdisciplinary research ventures there will, of course, always remain the need and opportunity to pursue strictly disciplinary research projects facilitated through the network nature of ENOP).

### Continued Education

A particularly needy domain which has notoriously been neglected by universities is the area of continued, post-experience training. This is an area of unexploited grounds which requires fact finding concerning the needs of professionals through surveys and the development of pilot modules to be validated in trial runs of European-wide training measures. In addition to the cooperation of various disciplines it will here be necessary to obtain collaboration with experienced practitioners from various practice domains. ENOP will in the coming years develop the basic concepts and methods for a continual upgrading of competences among practitioners in W/O Psychology.

### **(3) Support to Regional and National Programs**

This third ENOP program trajectory is conceived as a strict service function.

### Library Support Project

The a.m. Library Support Project will be implemented during the next two years. The project is administered by the Berlin University of Technology in close cooperation with the MSH and an international book retailer based in The Hague. The library of the Budapest University of Technology has been chosen as a first target library due to being its site for the next ENOP Summer School. Thus, the donation of the first book set to the library of the Budapest University of Technology serves a pilot function in order to gain experience in the transfer of additional book sets to other East and Middle European libraries selected by ENOP members as well as offering the necessary reference materials for the ENOP Summer School 1997. The provision of the standard reference works must be seen as an important contribution to assist recipient countries in their striving to upgrade the competence level of their researchers and teachers in terms of theory, methodology and professional practice of W/O Psychology.

### Evaluation of National Programs

Recent years have witnessed a world-wide trend to evaluate the quality of research and university teaching in all sciences. Experience in several European countries shows that such evaluations run the risk of being inadequate due to the application of evaluation criteria which are incompatible with given traditions of a particular discipline. The development of discipline-internal criteria and internationally accepted quality standards is, therefore, urgently needed. ENOP has developed such criteria in the process of evaluating French W/O Psychology institutions and research teams. Similar evaluation missions may thus easily be implemented in other countries, if they so demand.

### Communication

Based on preliminary experience already gained through the establishment of an ENOP internet list which serves as a means of communication among ENOP members, ENOP will extend its www-services to outsiders through establishing access facilities to data banks of teaching aids and teaching methods as well as to internet discussion groups for specific themes in W/O Psychology. Similar, though in a somewhat more limited scope will function the continued publication of the bi-annual ENOP Newsletter. Finally, the continued documentation of ENOP activities through the ENOP Report Series and the publication of research studies and workshop proceedings will, as in the past, serve the national as well as international communities of scholars.

## **5. Conclusion**

For the remaining years of the present and for the entry into the 21 century ENOP is poised to continue its role as a strategically placed *facilitating European network of networks* in service to promote W/O Psychology in concert with related disciplines to ever more play a scientifically and societally significant role in helping to answer emerging challenges in the world of work. Inasmuch as salient efforts are presently underway to recompose and restructure the whole field of research and University training of W/O Psychology in France, ENOP offers a unique opportunity in guaranteeing the best available European competence in assisting this promising future oriented venture of French W/O psychologists.

The continued support of the MSH remains a necessary condition for achieving these French national and European aims in conjunction with particular ENOP efforts to maintain or even increase the past level of third party funding of ENOP programs.

## **APPENDICES**

## **1. Annual ENOP Symposia**

- 1) 1981 Windsor, U.K., April 13-15: PROFESSIONAL ISSUES OF WORK AND ORGANIZATIONAL PSYCHOLOGY
- 2) 1982 Paris, January 28-30: WORK AND ORGANIZATIONAL PSYCHOLOGY: CHALLENGES OF THE NEXT TWO DECADES
- 3) 1983 Paris, March 28-30: EUROPEAN CONTRIBUTIONS OF W/O PSCHOLOGY IN VIEW OF UNEMPLOYMENT
- 4) 1984 Paris, March 28-30: NEW TECHNOLOGY, OBSOLESCENCE AND WORK
- 5) 1985 Barcelona, March 21-23: POWER AND ORGANIZATIONS: FOCUS ON EUROPE
- 6) 1986 Paris, March 6-8: ENTRY INTO THE WORLD OF WORK
- 7) 1987 Siófok, Hungary, May 21-24: METHODOLOGICAL QUESTION FOR WORK AND ORGANIZATIONAL PSYCHOLOGY (cf. ref.2)
- 8) 1988 Paris, April 14-16: RESEARCH DIRECTIONS AND CURRENT RESEARCH PROBLEMS IN EUROPEAN W/O PSYCHOLOGY
- 9) 1989 Amsterdam, July 2-7: TRENDS IN PROFESSIONALIZATION
- 10) 1990 Paris, March 22-24: EDUCATIONAL EXCHANGE AND COOPERATION IN WORK AND ORGANIZATIONAL PSYCHOLOGY
- 11) 1991 Paris, March 21-23: THE CHALLENGE OF ECONOMIC AND ORGANIZATIONAL CHANGE IN EASTERN EUROPE
- 12) 1992 Paris, April 2-4: ORGANIZATIONAL DEVELOPMENT AND INDIVIDUAL ADAPTATION IN EASTERN EUROPE - AN EAST/WEST DIALOGUE
- 13) 1993 Paris, February 25-27: EUROPEAN CURRICULUM IN WORK AND ORGANIZATIONAL PSYCHOLOGY: A REFERENCE MODEL
- 14) 1994 Paris, March 10-12: THE FUTURE OF WORK
- 15) 1995 Paris, March 23-25: BUILDING COMPETENCIES FOR W/O PSYCHOLOGISTS
- 16) 1996 Paris, March 21-23: THE EVALUATION OF RESEARCH QUALITY IN WORK AND ORGANIZATIONAL PSYCHOLOGY

## **2. ENOP Thematic Workshops**

### **1982**

- 1) Edinburgh, July 11: HISTORICAL DEVELOPMENTS IN WORK PSYCHOLOGY
- 2)\* Bad Homburg, October 20-22: NEW INFORMATION TECHNOLOGIES AND WORK

### **1983**

- 3) Paris, September 23: PROFESSIONAL COMPETENCES AND NEW METHODS OF EDUCATION AND TRAINING
- 4) Paris, October 17-18: LEARNING TO LEARN AND PROFESSIONAL COMPETENCES

**1984**

- 5)\* Bad Homburg, February 13-15: HUMAN ERROR AND NEW TECHNOLOGIES (Ref.19)

**1985**

- 6) Aachen, April 1-3: MEANING OF WORK TODAY (Ref. 17)  
7)\* Bad Homburg, April 18-20: CHANGING WORK STRUCTURES AND WORK MEANINGS IN THE CONTEXT OF NEW TECHNOLOGIES (Ref.6)  
8) Gregynog/Cardiff, September 25-27: WORK AND ORGANIZATIONAL PROBLEMS IN HOSPITALS (Ref. 24)  
9) Ghent, October 24-26: WORK SOCIALIZATION OF YOUTH

**1986**

- 10) Paris, March 24-27: MANAGERS OF TOMORROW  
11)\* Bad Homburg, April 24-26: NEW TECHNOLOGIES, COMPETENCE AND EMPLOYMENT (Ref.7)  
12) Paris, November 23-29: INDUSTRIAL DEMOCRACY IN EUROPE (Refs.10-13)

**1987**

- 13) Paris, March 25-27: MANAGERS OF TOMORROW  
14)\* Bad Homburg, April 9-11: WHAT AND HOW TO TEACH IN INFORMATION TECHNOLOGY (Ref.4)  
15) Paris, October 22-24: INDUSTRIAL DEMOCRACY IN EUROPE (Refs.10-13)

**1988**

- 16)\* Bad Homburg, May 5-7: NEW TECHNOLOGY, DISTRIBUTED DECISION MAKING AND RESPONSIBILITY (Ref.20)  
17) Warsaw, September 24-27: ORGANIZATIONAL CLIMATE AND ITS DIAGNOSIS IN EUROPE (Ref. 18)

**1989**

- 18)\* Bad Homburg, April 13-15: TELEMATICS AND WORK (Ref.3)  
19) Paris, 20-23: JOINT VENTURES - OPPORTUNITIES, CONSTRAINTS AND DYNAMICS OF EAST-WEST COOPERATION (Ref.9)  
20) Arc-en-Senans, October, FRENCH-GERMAN COLLOQUIUM OF ERGONOMISTS AND WORK PSYCHOLOGISTS

**1990**

- 21) Valencia, April 4-8: STRESS AND ORGANIZATIONAL PROBLEMS IN HOSPITALS  
22)\* Bad Homburg, May 3-5: MANAGEMENT OF RISK AND NEW TECHNOLOGIES  
23) Paris, May 9-13: EAST-WEST JOINT VENTURES (Ref.9)  
24) Paris, June 1-2: INTERNATIONAL HANDBOOK OF PARTICIPATION (Ref.23)  
25) Brussels, June 28-July 1: EUROPEAN HARMONIZATION OF TRAINING WORK AND ORGANIZATIONAL PSYCHOLOGISTS  
26) Siófok, Hungary, September 9-13: TECHNOLOGICAL CHANGE PROCESS AND ITS IMPACT ON WORK (Ref. 21)  
27) Moscow, Russia, December 9-16: EAST-WEST JOINT VENTURES (Ref. 9)

**1991**

- 28)\* Bad Homburg, May 2-4: SAFETY AND RELIABILITY IN HAZARDOUS WORK ORGANIZATIONS (Ref.25)  
29) Paris, 19-22: INTERNATIONAL HANDBOOK OF PARTICIPATION (Ref.14)

**1992**

- 30)\* Bad Homburg, May 14-16: GROWTH, CHANGE AND SAFETY  
31) Sofia, September 16-20: EMPLOYMENT AND UNEMPLOYMENT (Ref.22)

**1993**

- 32)\* Bad Homburg, May 6-8: THE USE OF RULES TO ACHIEVE SAFETY

- 33) Cracow, Poland, September 23-25: PERSONNEL PSYCHOLOGY IN HEALTH CARE ORGANIZATIONS

**1994**

- 34)\* Bad Homburg, June 16-18: APPROACHES TO MODELING THE EVOLUTION AND BREAKDOWN OF ADAPTIVE SYSTEMS

**1995**

- 35)\* Bad Homburg, May 11-13: THEORETICAL AND PRACTICAL APPROACHES TO EVENT ANALYSIS
- 36) Munich, October 12-15: ORGANIZATIONAL PSYCHOLOGY AND HEALTH CARE

**1996**

- 37)\* Bad Homburg, June 20-22: EXPLORING THE SAFETY-MANAGEMENT LINK: TECHNOLOGIES, CULTURES, AND NEW ORGANIZATIONAL PRINCIPLES

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\* Workshop Series "New Technologies and Work - NeTWork"

For references of respective publications see Appendix 3 (Ref.# 3,4,7,19,20,25)

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- 35) WOSY International Research Team (1989) Interview Schedule of the Work Socialization of Youth Study . Gent : Univ. Rapporten, Lab. Socio-Psych.

- 36) Evaluation Report on the First European Summer School on New Information Technology and Work Psychology. (1989) Berlin: Technische Universität Berlin
- 37) Evaluation Report on the Second European Summer School on New Information Technology and Work Psychology (1992). Tilburg: Tilburg University
- 38) ENOP Report 1 . An Experiment in International Social Science Cooperation. (1994). Paris: MSH.
- 39) ENOP Report 2. Reference Model for a European Curriculum in W/O Psychology. (1995) Paris: MSH.

#### **4. List of ENOP Members**

*Prof. Miklos Antalovits* Technical University of Budapest, Hungary  
*Prof. Rene D. Bouwen* Catholic University Leuven, Belgium  
*Prof. Pol Coetsier* State University of Ghent, Belgium  
*Prof. Peter Dachler* Hochschule ST Gallen, Switzerland  
*Prof. Véronique De Keyser* Université de Liège, Belgium  
*Prof. Marian Dobrzynski* University of Warsaw, Poland  
*Prof. Pieter Drenth* Vrije Universiteit Amsterdam, the Netherlands  
*Prof. José Ferreira Marques* University of Lisbon, Portugal  
*Prof. José A. Forteza* Universidad Complutense, Madrid, Spain  
*Prof. Michael Frese* University of Amsterdam, the Netherlands  
*Prof. Gert Graversen* Aarhus University Risskov, Denmark  
*Prof. David Guest* Birkbeck College, London, Great Britain  
*Prof. Willy Haukedal* University of Bergen, Bergen, Norway  
*Prof. John J.P. Hurley* Dublin City University, Ireland  
*Prof. Marin Ignatov* Institute of Psychology, Bulgarian Academy of Sciences, Sofia, Bulgaria  
*Prof. Gunn Johansson* University of Stockholm, Sweden  
*Prof. Aristotelis Kantas* University of Patras, Patras, Greece  
*Prof. Anthony J. Keenan* Herriot-Watt University, Edinburgh, Grande-Bretagne  
*Prof. Erich Kirchler* University of Vienna, Vienna, Austria  
*Prof. Juhani Kirjonen* University of Jyväskylä, Finland  
*Prof. Edvard Konrad*, University of Ljubljana, Ljubljana, Slovenija  
*Prof. Anna Leonova* Moscow State University, Russia  
*Prof. Claude Louche* Université Paul Valéry -Montpellier III, France  
*Prof. Friedhelm Nachreiner* Carl von Ossietzky Universitaet, Oldenburg, Germany  
*Prof. Claude Navarro* Université Toulouse II, France  
*Prof. Kjell Ohlsson* Lulea University of Technology, Lulea, Sweden  
*Prof. José M. Peiro* University of Valencia, Valencia, Spain  
*Prof. José M. Prieto* Universidad Complutense, Madrid, Spain  
*Prof. Zofia Ratajczak* Uniwersytet Slaski, Katowice, Poland  
*Prof. Ivan Robertson* Manchester School of Management, Great Britain  
*Prof. Enzo Spaltro* University of Bologna, Bologna, Italy  
*Prof. Robert A. Roe* Tilburg University, the Netherlands  
*Prof. Norbert Semmer* University of Bern, Switzerland  
*Prof. Jiri Stikar* Charles University Prague, Czech Republic  
*Prof. Branimir Sverko* University of Zagreb, Croatia  
*Prof. Mare Teichman* Tallinn Technical University, Estonia  
*Prof. Veikko Teikari* Helsinki University of Technology, Espoo, Finland  
*Prof. Henk Thierry* Tilburg University, the Netherlands  
*Prof. Giancarlo Trentini* Università di Venezia, Italy  
*Prof. Gunnela Westlander* National Institute of Occupational Health, Solna, Sweden



*Prof. Bernhard Wilpert* Technische Universität Berlin, Berlin, Germany  
*Prof. Yuri Zabrodin* Ministry of Labour, Moscow, Russia

***General Secretary***

*Dr. Vincent Rogard* Université René Descartes, Ministère de l'Enseignement Supérieur et de la Recherche, Mission scientifique et technique, Paris, France

***Coordination***

*Anne Rocha Perazzo* (Ecole des Hautes Etudes en Sciences Sociales), Maison des Sciences de l'Homme, Paris, France

## 5. Meetings/Conferences/Workshops

Preliminary Program for the Bad Homburg NeTWork Workshop '99  
June 17-19, 1999

### **Achieving Successful Safety Interventions**

*Thursday, June 17*

14.30-15.30 **Opening**

Wilpert, Fahlbruch: Welcome and logistics, setting the stage for the discussion

15.30-18.30 **Basic Issues of Safety Interventions**

*Chair: Wilpert*

Baram, M.: Achieving successful safety interventions: Legal and economic considerations

Kirwan, B.: Soft system, hard lessons

Amalberti, R.: Revisiting safety paradigms to meet the safety challenges of ultra complex and safe systems

Bourrier, M.: The study of "normal operations" as a key to improve safety interventions

*Discussant: Norros*

16.50-17.10 Coffee break

18.30 Dinner

*Friday, June 18*

9.00-15.30 **Barriers to Safety Interventions**

*Chair: Kirwan*

Holt, A.: Design and introduction of a cross-cultural safety, health and environmental management system for the Asia Pacific region

Reicher-Brouard, V. & Ackermann, W.: The impact of organizational changes on safety in French NPP

Swuste, P., Guldenmund, F., & Hale, A.: Change in a steel works: Learning from failures and partial success

Sten, T.: Safety culture and culture for safety: The faith of safety in company culture

Boissières, I. & de Terssac, G.:

Aase, K.: From analysis to action? From experience data to corrective measures? Obstacles and success criteria in the safety reporting regime of Norwegian oil & gas industry

Carroll, J.: The difficult handoff from incident investigations to implementation

*Discussant: Andriessen*

11.00-11.30 Coffee break

12.50-14.30 Lunch

15.50-16.20 Coffee break

*Friday, June 18*

16.20-18.00 **Approaches to Safety Interventions I.**

*Chair: Hale*

Maidment, D.: From “knee-jerk” reaction to 10 year strategic safety plan

Landy, F.: The challenge of “regulation” to human motivation

*Discussant: Fahlbruch*

18.30 Dinner

20.00 **Brainstorming: NeTWorking into the Future ...**

*Saturday, June 19*

9.00-11.00 **Approaches to Safety Interventions II.**

*Chair: Hale*

Kjellén, U.: Transfer of operational experience to the project organisation – what experience transfer mechanisms are efficient in improving safety in design?

Flin, R.: Factoring the human into safety

Becker, G.: Multi-level training workshops – an approach to spread the ideas of safety culture in organisations

*Discussant: Fahlbruch*

11.00-11.30 Coffee break

11.30-13.00 **General discussion to problems and research issues, structures for writing a book**

Wilpert: **Concluding Remarks**

## 6. ENOP-member research interests and publications

*In the last newsletter you found a list of some ENOP members, their addresses and research topics as well as up to five recent publications indicated by each member. Since some mistakes were made with regard to addresses, phone numbers etc., a corrected list is included in this newsletter.*

*Also, the list of ENOP members has become more complete now. You will find enlisted all names of present members and their actual addresses. Research topics and publications, however, are in some cases missing.*

*In future newsletters I would like to re-print the list of names of members, their actual addresses and research topics. Publications will be listed if members send information about their new publications.*

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**Antalovits, Miklos.** Technical University of Budapest, Department of Ergonomics and Psychology, Egry J. u. 1, 11, Budapest, H-1111 Hungary (Tel. +36 14632654; Fax: +36 14632106; e-mail: [antalovits@erg.bme.hu](mailto:antalovits@erg.bme.hu)).

Research Topics: Impacts of ICT on work; skill development by using simulators; product and system ergonomics.

Antalovits, M. (1994). Changing education and training in ergonomics. (Keynote address). In Proceedings of the '12th Triennial Congress of the IEA' (August 15-19, 1994. Toronto). Vol.1. International Perspectives of Ergonomics, 48-51.

Lang, E, Banhidi, L, Antalovits, M, Izso, L. (1994). A complex psycho-physiological method to assess environmental effects (temperature, illumination, sound) on objective and subjective parameters of humans in simulated work setting. In Proceedings of the '3rd International Conference on Healthy Buildings'. (August 22-25, 1994. Budapest). Vol. 2. 799-803.

Izso, L. & Antalovits, M. (1997) An observation method for analysing operators' routine activity in computerised control rooms. International Journal of Occupational Safety and Ergonomics, 3, 173-189.

Antalovits, M. & Izso, L. (1998) Self-assessment and learning in nuclear power plant simulation training. In J. Misumi, B. Wilpert & R. Miller (eds). Nuclear Safety: A Human Factors Perspective (pp. 243-256). London: Taylor and Francis.

Antalovits, M. (1998). Ergonomia. In S. Klein (ed.). Munkapszichologia. (Work Psychology; 2nd ed.; pp. 699-744). Budapest: SHL Hungary Kft.

**Bowen, Rene, D.** Work and Organizational Psychology. Catholic University Leuven, 102 Tiensestraat, B-3000 Leuven, Belgium (Tel. +32 16 326056; Fax: +32 16 326055; e-mail: [rene.bowen@psy.kuleuven.ac.be](mailto:rene.bowen@psy.kuleuven.ac.be)).

Research Topics:

**Coetsier, Pol.** Department of Personnel Management, Work and Organizational Psychology. State University of Ghent, 2 Dunantlaan, B-9000 Belgium (Tel. +32 9 2646457; Fax: +32 9 2825114; e-mail: [pol.coetsier@rug.ac.be](mailto:pol.coetsier@rug.ac.be)).

Research Topics:

**Dachler, Peter.** Hochschule St. Gallen, 11 Guisanstrasse, CH-9010 St. Gallen, Switzerland (Tel. +41 71 302640; Fax: +41 71 302659; e-mail: [dachler@csgghsg5a.bitnet](mailto:dachler@csgghsg5a.bitnet)).

Research Topics:

**De Keyser, Veronique.** Faculté de Psychologie, Université de Liège, 5 Bd du rectorat, B-32 Start Liege 1, Belgium (Tel. +32 4 3662013; GSM +32(0)75691224; Fax: +32 ; e-mail: ).

Research Topics:

**Dobrzynski, Marian.** Faculty of Management, University of Warsaw, 3 Ul. Szturmowa, PL-02678 Warsaw, Poland (Tel. +48 2 471841; Fax: +48 2 6435437, e-mail: ).

Research Topics:

**Drenth, Pieter J. D.** Vrije Universiteit, Faculty Psychology, Van de Boechorststraat 1, Amsterdam, The Netherlands, 1081 BT (Tel. +20 4448701; Fax: +20 4448702; e-mail: [pjd.drenth@psy.vu.nl](mailto:pjd.drenth@psy.vu.nl)).

Research Topics: Cross national value studies (European Value Study); intelligence theory & measurement; cross cultural studies in H.R.M. (China); science & ethics.

Drenth, P. J .D., Thierry, H., & de Loaff, C. J. (eds.) (1998). Handbook of work and organizational psychology. (4 Volumes). Hove: Psychology Press.

Drenth, P. J .D., Koopmann, P. L . & Wilpert, B. (eds) (1996) Organizational decision making under different economic and political conditions. Amsterdam: North Holland.

Drenth, P. J. D. (1996) Gardening in Science (pp. 208). Amsterdam: North Holland.

Drenth, P. J. D. (1996) Psychology as a science: truthful or useful? European Psychologist, 1, 3-13.

Drenth, P. J. D. (1997) Psychology of work and organizations: scientific inquiry and professional care. In J. G. Adair, K. Dione & D. Bélanger (eds), *Advances in Psychology Science: Social Personal and Cultural aspects* (pp. 295-306). Hove: Psychology Press.

**Ferreira Marques, José.** Faculty of Psychology and Education, University of Lisbon, Alameda da Universidade, P-1600 Lisbon (Tel. +35 11 7934554; Fax: +35 11 7933408; e-mail: ).

Research Topics:

**Frese, Michael.** University of Giessen, Department of Psychology, Otto Behagel-Str. 10, 35394 Giessen, Germany and University of Amsterdam, Department of Psychology, Roetersstraat 15, 1018 WB Amsterdam, The Netherlands (Tel. Giessen: Tel. +49-641-99 26220, Tel. Amsterdam: Tel. +31-20525 6860; e-mail: Giessen: [michael.frese@psychol.uni-giessen.de](mailto:michael.frese@psychol.uni-giessen.de), Amsterdam: [ao\\_frese@macmail.psy.uva.nl](mailto:ao_frese@macmail.psy.uva.nl)).

Research Topics: Impact of stress at work; psychological effects of unemployment; predictors of personal initiative; psychological success factors in small scale entrepreneurs; error management and error training; human-computer interaction.

Frese, M. (ed.) (1998). *Erfolgreiche Unternehmensgründer: Psychologische Analysen und praktische Anleitung für Unternehmer in Ost- und Westdeutschland*. Göttingen: Hogrefe.

Frese, M. (1998). Work and organizational psychology. In M. Eysenck (ed.), *Psychology: An integrated approach* (pp. 624-667). Essex, England: Addison Wesley Longman.

Frese, M. (1997). Dynamic self-reliance: An important concept for work and organizational psychology in the 21st century. In C. L. Cooper & S. E. Jackson (eds.), *Creating tomorrow's organizations: A handbook for future research in organizational behavior* (pp. 399-416). Chichester: Wiley.

Frese, M., Fay, D., Hilburger, T., Leng, K., & Tag, A. (1997). The concept of personal initiative: Operationalization, reliability and validity in two German samples. *Journal of Occupational and Organizational Psychology*, 70, 139-161.

Speier, C. & Frese, M. (1997). Generalized self-efficacy as a mediator and moderator between control and complexity at work and personal initiative: A longitudinal field study in East Germany. *Human Performance*, 10, 171-192.

**Graversen, Gert.** Institute of Psychology, Aarhus University, Asylvej 4, DK-8240 Risskov Denmark. (Tel. +45 89 424900; Fax: +45 89 424901; e-mail: [gert@psy.au.dk](mailto:gert@psy.au.dk)).

Research Topics:

**Guest, David.** Department of Organizational Psychology, Birkbeck College, Malet Street, WC1E 7HX London, Great Britain. (T. +44 1 71 6316751; Fax: +44 1 71 6316750; e-mail: [d.guest@org-psych.bbk.ac.uk](mailto:d.guest@org-psych.bbk.ac.uk)).

Research Topics:

**Haukedal, Willy.** Institute for Psychosocial Sciences, University of Bergen, Christiegt. 12, N-5015 Bergen, Norway. (Tel. +47 55589078; Fax: +47 55931344; e-mail: [willy.haukedal@psych.uib.no](mailto:willy.haukedal@psych.uib.no)).

Research Topics:

**Hurley, John J. P.** Business School, Dublin City University, Dublin 9, Ireland. (Tel. +353 1 7045224; Fax: +353 1 7045446; e-mail: [john.hurley@dcu.ie](mailto:john.hurley@dcu.ie)).

Research Topics: Organisation and discovery in science; development of universities; technology and organisation.

Hurley, J. (1998). *Organisation and Scientific Discovery*. Chichester: Wiley.

Heller, F. & Hurley, J. (1998). Leadership. Special edition of: *European Journal of Work and Organisational Psychology*, 6, (4).

De Wolff, C. & Hurley, J. (1994). The changing nature of work and organisational Psychology. *European Work and Organisation Psychologist*, 4, 343-355.

Basini, S. & Hurley, J. (1994). Work meaning and hierarchy. *European Work and Organisation Psychologist*, 4, (1).

Hurley, J. (1992). Towards an organisational psychology. Model for the acceptance and utilization of new technology in organisations. *Irish Journal of Psychology*, 13, 17-31.

**Ignatov, Marin.** Institute of Psychology, Bulgarian Academy of Sciences, P. O. Box 106; BG-1220 Sofia, Bulgaria. (Tel./Fax: +359 2 595416; e-mail: [marin.ignatov@tu-berlin.de](mailto:marin.ignatov@tu-berlin.de)).

Research topics:

**Johansson, Gunn.** Department of Psychology, Stockholm University, S-106 91 Stockholm, Sweden. (Tel. +46 8 163900; Fax +46 8 1593 42; e-mail: [gj@psychology.su.se](mailto:gj@psychology.su.se)).

Research topics: Biopsychosocial study of work, stress, and health; intervention in city bus driving; flexibilization of work; women's career development.

Evans, G., Johansson, G., & Carrere, S. (1994). Occupational settings and health: The interplay of the psychosocial and the physical environment. In C. L. Cooper & I. T. Robertson (eds.), *International Review of Industrial and Organizational Psychology*,

Volume 9 (pp 1-29). Chichester: Wiley.

Johansson, G., Cavalini, P., & Pettersson, P. (1996). Psychobiological reactions to unpredictable performance stress in a monotonous situation. *Human Performance*, 9, 363-384.

Johansson, G., Thomsson, H., & Berg, M.-L. (1996). Women's psychoneuroendocrine reactions to occupational and domestic activity. Reports from the Department of Psychology, Stockholm University, No. 821.

Rydstedt, L. W., Johansson, G., & Evans, G. W. (1998). A longitudinal study of workload, health, and wellbeing among male and female urban bus drivers. *Journal of Occupational Health Psychology*, 3, 161-171.

Lundberg, U. & Johansson, G. (pending). Stress and health risks in repetitive work and supervisory monitoring work. In R. Backs & W. Boucsein (eds.), *Engineering Psychophysiology: Issues and Applications*. Hillsdale, NJ: Lawrence Erlbaum.

**Kantas, Aristotelis.** University of Patras, Department of Education, Section of Psychology, Rio, Patras, 26500, Greece. (Tel./Fax :+30 61 997772; e-mail: [kantas@upatras.gr](mailto:kantas@upatras.gr)).

Research topics: Career development; personnel selection; stress and burnout.

Kantas, A., Kalogera, S., & Nikolaou, I. (1997). Recruitment and selection: managerial practices and perceptions in the Greek private sector. In R. Pepermans, A. Buelens, C. J. Vinkenburgh, & P.G. W. Jansen (Eds.), *Managerial behaviour and practices. European research issues*. Leuven: Acco Leuven/Amersfoort.

Kantas, A. (1997). Self-efficacy perceptions and outcome expectations in the prediction of occupational preferences. *Perceptual and Motor Skills*, 84, 259-266.

Kantas, A., & Vassilaki E. (1997). Burnout in Greek teachers: main findings and validity of the Maslach Burnout Inventory. *Work & Stress*, 11, 94-100.

**Karamushka, Lyudmila.** Institute of Psychology, Academy of Pedagogical Sciences of the Ukraine, 2 Pan'kivska Str., 252033 Kyiv, Ukraine. (Tel./Fax: +38 044 4509767; e-mail: [karama@biocol.freenet.kiev.ua](mailto:karama@biocol.freenet.kiev.ua)).

Research topics:

**Keenan, Tony.** Department of Business Organization, Heriot-Watt University, Edinburgh EH14 4A9, Great Britain (Tel. +44 31 4495111; Fax: +44 31 4513190; e-mail: [T.Keenan@hw.ac.uk](mailto:T.Keenan@hw.ac.uk)).

Research topics: Recruitment; graduate selection; career management; human resource management and selection.



Selection for Potential: International Handbook of Selection and Assessment. N. Anderson & P. Herriot

Human Resource Management. Heriot-Watt University Distance Learning Text Graduate Recruitment in Britain. A Survey of Selection Methods used in Britain. Journal of Occupational Behaviour, 16, 303-317

**Kirchler, Erich.** Department of Psychology. Unit of Applied and Clinical, Psychology. University of Vienna. Universitaetsstrasse 7; A-1010 Vienna. (Tel. +43 1 427747880; Fax – +43 1 427747889; e-mail: [erich.kirchler@univie.ac.at](mailto:erich.kirchler@univie.ac.at)).

Research topics: Economic psychology; household decision making; tax behavior; advertising.

Kirchler, E. (1999). *Wirtschaftspsychologie. (Economic Psychology)*; 2<sup>nd</sup> edition. Göttingen: Hogrefe.

Kirchler, E. (1995). Studying economic decisions within private households: A critical review and design for a "couple experiences diary". Journal of Economic Psychology, 16, 393-419.

Kirchler, E., Rodler, C. & Bernold, D. (eds.) (1997). *Psychologie der Wirtschaft. Porträts aus der Praxis. (Psychology and Economy)*. Wien: WUV.

Fehr, E., Kirchler, E., Weichbold, A. & Gächter, S. (1998). When social norms overpower competition: Gift exchange in experimental labor markets. Journal of Labor Economics, 16 (2), 324-351.

Kirchler, E. & de Rosa, A. (1998). Analyse de l'effet des messages publicitaires grâce au réseau d'associations. Recherche et Applications en Marketing, 13, 35-49.

**Kirjonen, Juhani.** Faculty of Sport and Health Sciences, University of Jyväskylä, P. O. Box 35, SF-40351 Jyvaskyla, Finland. (Tel. +358 14 603321; Fax +358 14 603201; e-mail: [jkirjonen@jyjk.jyu.fi](mailto:jkirjonen@jyjk.jyu.fi)).

Research topics:

**Konrad, Edvard.** Filozofska fakulteta, Department of Psychology, Askerceva 12, 1000 Ljubljana, Slovenia. (Tel: +386 61 1769-218; Fax: +386 61 1259-337; e-mail: [edvard.konrad@ff.uni-lj.si](mailto:edvard.konrad@ff.uni-lj.si)).

Research topics: Organizational climate and culture; work motivation; careers; leadership.

Konrad, E. & Z. Susanj (1996). Influences of industry on organizational culture and climate. Review of Psychology, 3, 3-10.

Konrad, E., K. Brenk & Sabadin, A. (1998). Differences in organizational practices and values among industries. 6th International Conference on Work Values and

Behaviour. International Society for the Study of Work and Organizational Values, Istanbul, 165-169.

Konrad, E. & R. Kranjcec (1997). A comparison of implicit leadership theories of managers and students. *Review of Psychology*, 4, 41-47.

Implicit leadership theories in Eastern and Western Europe. ENOP Conference on Organizational Psychology and Transition Processes in Central and Eastern Europe. Dubrovnik, September 30 - October 3, 1998 (p.7).

Facet approach to the exploration of organizational climate and culture. 4. International Facet Theory Conference, pp. 250-259, Prague, 1993.

**Leonova, Anna.** Department of Work and Organizational Psychology, Moscow State University, 8/5 Mockovaya Str., 103009 Moscow, Russia. (Tel. +7 095 2033123; Fax +7 095 9280830; E-mail: [aleon@chair.cogsci.msu.su](mailto:aleon@chair.cogsci.msu.su)).

Research topics:

**Louche, Claude.** Psychologie du Travail et des Organisations, Université Paul Valéry, Route de Mende, F-34199-Montpellier Cedex 5, France. (Tel. +33 4 67142174; Fax: +33 4 67142052; e-mail [louche@danaid.univ-montp3.fr](mailto:louche@danaid.univ-montp3.fr)).

Research topics: Organizational structures; the role of social norms in workers evaluation and recruitment; meaning of work.

Louche, C. (ed) (1994). *Individu et organisation*. Neuchatel - Ed. Delachaux et Niestle

Ackroyd, S., Louche, C., & Letiche, H. (1997). The managerial regimes of European High Technology firms : Some findings from comparative research. In R. Oakey *New Technology based firms in the 1990s* (pp. 197-210). London: Chapman.

Louche, C. & Grandadam, I. (1998). Structures d'entreprise a technologie évoluée et structures cognitives des dirigeants. In M. Rousson, Thygesen Fisher L. *Psychologie du Travail et Transformation de la Societe* (pp. 192-202). Neuchatel, Presses academiques.

Louche, C. (1998). The norm of internality and coordination mechanisms in organizations. *European Review of Applied Psychology*, 48,1-4.

Pansu, P., Papet, J. & Louche, C. (1998). Attribution of internality and relations between asymmetric social groups in an organizational context. (submitted).

**Nachreiner, Friedhelm.** Carl von Ossietzky Universitaet, Oldenburg, Arbeits- und Organisationspsychologie, Birkenweg 3, P. O. Box 2503, D-26111 Oldenburg, Germany. (Tel. +49 441 7988203; Fax: +49 441 7988333; e-mail: [nachreiner@psychologie.uni-oldenburg.de](mailto:nachreiner@psychologie.uni-oldenburg.de)).

Research topics:

**Navarro, Claude.** Maison de la Recherche, Laboratoire "Travail et Cognition", Université Toulouse 2, 5 allées Antonio Machado, 31058 Toulouse cedex 1 (Tel. +33 5 61 50 35 25; Fax +33 5 61 50 35 33; e-mail: [navarro@univ-tlse2.fr](mailto:navarro@univ-tlse2.fr)).

Research topics: Task-oriented dialogs; shared knowledge; new tools of cooperation; dialog process; computer supported dialog analysis.

Marchand, P.& Navarro, C. (1995). Dialog organization and functional communication in a medical assistance task by phone. *Perceptual and Motor Skills*, 81, 451-461.

Minondo, B., Navarro, C. (1998). Control of understanding in a task involving medical assistance given by phone. *Psychological Reports*, 82, 603-610.

**Ohlsson, Kjell.** Division of Industrial Ergonomics, Department of Mechanical Engineering and Division of Human Cognition, Department of Computer Science, Linköping Technical University, S-58183 Linköping, Sweden. (Tel. +46 13 281687, 13 283157; GSM: +46 70 5174435; Fax: +46 920 91030; e-mail: [kjeoh@ida.liu.se](mailto:kjeoh@ida.liu.se)).

Research topics:

**Peiró, Jose, M.** Facultad de Psicología, Avda Blasco Ibañez, 21, 46010 Valencia, Spain. (Tel. 34.963864466; Fax 34.3864470; e-mail: [jose.m.peiro@uv.es](mailto:jose.m.peiro@uv.es)).

Research topics: Climate formation in organizations; leadership, interaction and structures; teams and teamwork mediated by new information technology; work socialization of youth; collective stress and burnout as emotional climate in organizations and work units; service organizations: management, quality of services and customers satisfaction.

Feij, J., Whitely, W., Peiró, J. M. & Taris, T. (1995) The development of career-enhancing strategies and content innovation: A longitudinal study of new workers. *Journal of Vocational Behavior*, 46, 231-256

Peiró, J. M. & Prieto, F. (Eds.) *Tratado de Psicología del Trabajo*. Vol I. La actividad laboral en su contexto. Vol. II. Aspectos Psicosociales del Trabajo. Madrid. Synthesis. (Treatise of Work Psychology. Vol. I Work activity in its context. Vol. II Psychosocial aspects of work).

Peiró, J. M. & Munduate, L. (1998) Research developments on work and organizational psychology in Spain. An Overview. *Risorsa Uomo*.

Peiro, J. M., Ramos, J., Gonzalez, P., Rodriguez, I., Tordera, V., Martinez-Tur, V & Whitely, W. (1998): Situational distinctions in organizations: The case of sport facility management. *Journal of Park and Recreation Administration*. (in press).

Peiró, J. M., Gonzalez-Romá, V., Ramos, J. & Zornoza, A. (1996): Relationships between leadership and professionals' job attitudes and perceptions: Comparison of two leadership models. *Work and Stress*, 10, 195-208.

**Prieto, José, M.** Department of Individual Differences and Work Psychology, Universidad Complutense, Fac. Psicología, Campus Somosaguas, E-28223 Madrid, Spain (Tel. +34 91 3943236; Fax: +36 91 3943189; e-mail: [jmprieto@psi.ucm.es](mailto:jmprieto@psi.ucm.es)).

Research topics:

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Research topics:

**Robertson, Ivan.** Manchester School of Management, UMIST, PO Box 88, Manchester, M60 IQD, Great Britain. (Tel. +44 161 200 3443; Fax: +44 161 200 3518; e-mail: [Ivan.Robertson@umist.ac.uk](mailto:Ivan.Robertson@umist.ac.uk)).

Research topics: Personnel selection and assessment; psychological assessment; individual differences; personality and work performance.

Cooper, C. & Robertson, I. T. (1995) *The Psychology of Personnel Selection*, London: Routledge.

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Research topics: New forms of organization, work and employment; work activity; motivation and performance theory; socio-economic change and worker behavior; work pressure; linking macro-meso-micro levels in theory and research.

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Research Topics: Stress at work; learning and teaching methods; human error; quality and safety; strategy development and performance in teams.

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Research topics: Work values in cross-cultural perspective; job satisfaction; job involvement; ability assessment and selection procedures; occupational analysis.

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Research Topics: Management of change, tools for development, development of knowledge products, group work, simulation games, process management.

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Research Topics: Group and leadership, general and specific interview, values and work, institutional fundamentals of interview in organisational research and intervention.

Trentini, G. (1997). *Oltre il potere. Discorso sulla leadership*. Milano: Franco Angeli.

Trentini, G. (1997). Il colloquio in psicologia. Il livello soggettivo. Le caratteristiche situazionali. Il livello intersoggettivo o del processo dinamico. In: *Psicologia Contemporanea*, no. 140 & 141. Firenze: Gunti.

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Research Topics: Impacts of ICT on work; skill development by using simulators; product and system ergonomics.

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Research topics: safety of complex socio-technic systems (nuclear power plants, chemical industry, aviation); safety culture; learning organization.

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