

# Cognitive Theory and Research

## Applicable to The Pacific Institute's Services

### Bibliography

#### General

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## **Goal Setting – Performance Evaluation**

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## **Publications Which Are of Significant Value to The Pacific Institute**

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## Relevant Biographies

*Current, highly credible education verified by the most valid, reliable research available.*

The Pacific Institute maintains continuing relationships with a number of distinguished human development and social learning theory researchers. We do this to ensure that we are current on important findings related to thought patterns and belief systems – findings that are crucial to our clients. Prominent among these widely respected researchers are the following:

### **Dr. Albert Bandura**

Dr. Bandura is the David Starr Jordan Professor of Social Science in Psychology at Stanford University and one of the most frequently cited psychologists in the world. He is author of countless articles on a wide range of issues in psychology, as well as seven books, including *Principles of Behavior Modification*, *Social Learning Theory*, *Social Foundations of Thought and Action*, and *Self-Efficacy: The Exercise of Control*.

Dr. Bandura has been a keynote speaker at The Pacific Institute's International Conference on several occasions. He has also spent many hours with Lou Tice and key Pacific Institute staff informally discussing the relevance of his work on individual and collective efficacy to our education. These discussions have focused on how efficacy is developed, and how perceived high efficacy changes behavior, concepts central to *Investment in Excellence*<sup>®</sup> and *Imagine 21 ~ Fast Track To Change*<sup>™</sup>.

### **Dr. Martin E. P. Seligman**

Dr. Seligman is Professor of Psychology and Director of Clinical Training at the University of Pennsylvania, where he holds the Kogod Term Professor chair. He is a prolific writer and internationally recognized scholar and researcher. Throughout his career, he has conducted extensive research with grants from the National Institute of Mental Health, the National Institute on Aging, the National Science Foundation, the Guggenheim Foundation, and the MacArthur Foundation. His book, *Learned Optimism: How to Change Your Mind and Your Life*, and his latest work, *What You Can Change and What You Can't*, have received rave reviews. Dr. Seligman has also served as President of the American Psychological Association.

Dr. Seligman's theories of learned helplessness and learned optimism have contributed a great deal to our understanding of human thought and behavior. The Seligman Attributional Style Questionnaire (SASQ) is a widely used tool that measures levels of optimism/pessimism. Dr. Seligman's visits to The Pacific Institute, his keynote presentation at our International Conference, and the time he has spent with Lou Tice at the Tice Ranch, have served to verify and strengthen the conceptual foundation of our curriculum.

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## **Dr. Gary Latham**

Dr. Latham holds the Secretary of State Chair, Faculty of Management, at the University of Toronto. His expertise is in personal and organizational goal-setting and performance appraisal/compensation systems and is well acquainted with The Pacific Institute's curriculum. His latest book, co-authored with Kenneth N. Wexley and published in 1994, is entitled *Increasing Productivity Through Performance Appraisal*, a recent edition of an earlier book of the same title. Dr. Latham was elected President of the Canadian Psychological Association in 1999.

Dr. Latham has consulted with Lou Tice and has addressed The Pacific Institute's staff and clients on numerous occasions, primarily concerning practical applications of the scientific principles of goal-setting, feedback, and performance improvement. He is an outspoken and enthusiastic advocate of our educational processes, and has been a speaker at several International Conferences.

## **Dr. David Matsumoto**

Dr. Matsumoto is currently an associate professor in the Department of Psychology and Director of the Intercultural and Emotion Research Laboratory at San Francisco State University. His books and monographs include *Culture and Diversity: A World of Differences* (in preparation) and *People: Psychology from a Cultural Perspective*. He is also preparing a video presentation entitled *Culture and Diversity: A World of Differences*. He is the author of more than 50 articles and related symposia presentations throughout the world. As a prior keynote speaker at our International Conference, Dr. Matsumoto consults with The Pacific Institute on matters of cultural diversity – with particular focus on how culture influences behavior and how to manage cultural diversity within organizations.

## **Leon Festinger**

In 1954, Leon Festinger developed a concept he called “Cognitive Dissonance.” He used it to explain the discomfort he observed in human test subjects when they held two conflicting thoughts at the same time. This discomfort was observed to cause some action: the subject either moved toward one thought or the other. Both thoughts could not be held at the same time.

Rather than see this as a negative situation, Lou takes the idea of cognitive dissonance and uses it as a springboard to create positive change and growth. Since change requires some form of movement, we intentionally create cognitive dissonance in an area where we wish to grow. We make the picture of where we want to be so bright and vivid, that we move toward it, thereby returning harmony.

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## **Dr. Victor Frankl**

Distinguished philosopher and author of several books on purpose in life, including *Man's Search for Meaning*. In this book, Dr. Frankl, a concentration camp survivor, relates that the men and women who were best able to survive the terrible physical and psychological deprivation were those who were determined to stay alive because of some reason bigger than themselves. In some cases it was their families. In other cases, it was important work they wanted to continue. And in some instances, it was the services and support they were providing for fellow prisoners.

## **Richard Gregory**

Distinguished psychologist and author of numerous publications. His area of expertise is the cognitive process, especially the relationship between perception and intelligence.

According to the dictionary, intelligence is the capacity for learning and understanding.

Gregory once told Lou that intelligence is simply the “art of guessing correctly.” Anything we can do to improve our guesswork is going to make us more intelligent.

## **Dr. Wilder Penfield**

A cognitive scientist, and author of *Speech and Brain Mechanisms*. During exploratory surgery on a conscious epilepsy patient, with a portion of the skull removed, Dr. Penfield noticed that as he touched the temporal cortex of the patient's brain, the patient relived an experience that had happened years before. As they did further experiments, Dr. Penfield discovered that the information, the individual's version of the experience, was stored in the temporal cortex – never to be lost, never to be forgotten.

## **Norbert Wiener**

“Founding Father” of the computer, and co-author of the book, *Differential Space, Quantum Systems and Prediction*. Wiener coined the phrase, “Garbage in – Garbage out,” in relation to data entered into the computer “brain.” Simply put, if you put wrong information into a computer, you cannot get anything but wrong information out of it.

The same thing applies to the human mind. If we accept incorrect information about ourselves into our minds, then we are operating, and making decisions, with incorrect information. We must be careful to accept only correct information, and disregard the incorrect.