

is not atheoretical; radical behaviorism is the philosophy or theory underpinning ABA.

Moore (2000) described radical behaviorism as being very poorly understood by both philosophers and psychologists. The adjective *radical* is often taken to mean *antirationalism*. In fact, the *radical* in *radical behaviorism* means just the opposite. It refers to the notion that private events, or behavior occurring beneath the skin such as thinking and dreaming, must be included in a scientific analysis of human behavior. However, because these events cannot be directly manipulated, they cannot be considered as causes of behavior. Radical behaviorism is often contrasted with methodological behaviorism, an older version of behaviorism popularized by John Watson and others in the middle of the 20th century, which proposed that events occurring beneath the skin are not observable and therefore cannot be candidates for a scientific analysis. For a detailed account of radical behaviorism and how it differs from methodological behaviorism, see Moore (2000) or Chisera (1994).

Guided by its roots in radical behaviorism, behavior analysis as a science has very explicit goals. Prediction and control of behavior, with an emphasis on control, are the objectives of behavior analysis (Hayes & Brownstein, 1986). These goals largely dictate the type of topics investigated in ABA and, more specifically, ORM. The focus of these two fields is almost exclusively on practical strategies that can be used to change behavior. Thus, functional topics such as the investigation of methods to directly improve performance, as opposed to structural topics such as the personality traits that are most predictive of high performers, are most prevalent in ABA and ORM.

ORM is sometimes referred to as a branch of industrial-organizational psychology, and the two fields do have in common a fundamental focus on the behavior of people at work. However, beyond this similarity, many differences between the two fields exist. Industrial-organizational psychology is generally theory-driven, uses the hypothesis-deductive model of research, and has historically emphasized topics such as personnel selection and placement, although topics such as culture and management have also been of interest to industrial-organizational psychologists. In contrast, ORM is guided by a single theory of human behavior,

uses an inductive model of research, and has historically emphasized identification and modification of the environmental variables that affect directly observable or verifiable (not self-reported) employee performance (Bucklin, Alvares, Dickinson, Austin, & Jackson, 2000).

History of ORM

The history of ORM is similar to the history of ABA, at least early on. The work of E. L. Thorndike and John Watson influenced B. F. Skinner and the development of behavior analysis as a science. Skinner's applications of behavioral principles to instructional design and other early applications of what was then termed *behavior modification* to clinical populations influenced ORM greatly. These clearly showed that human behavior could be changed for the better with the use of operant principles (Bucklin et al., 2000).

Although ORM did not officially begin until the 1960s, there are a number of historical influences outside of behavioral psychology that contributed to its development. First, Frederick Taylor, the "father of scientific management," is often cited as an influence on the field's development. He was the first individual to advocate for the use of the scientific method to improve employee and organizational performance. An early event that influenced ORM was the Hawthorne Studies, a series of studies conducted at the Western Electric Plant near Chicago in the 1930s. One of the main outcomes of these studies was the erroneous assumption that a variety of environmental manipulations, such as increased attention to the well-being of employees and even a change in lighting quality, can have an impact on employee performance. Instead, reanalysis of the data from a behavior analytic perspective suggested that the changes in behavior were the result of the manipulation of knowledge of results and positive reinforcement in the form of monetary incentives (Parsons, 1992). For these and other related reasons, Parsons (1992) argued that the Hawthorne Studies represent an early ORM experiment.

The main outlet of the field, the *JOORM*, began publication in 1977. However, by this time more than 45 articles on ORM had been published in other journals and at least one ORM consulting firm had been established. Aubrey Daniels was the first editor of *JOORM*, and his

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Table of Contents Roots Of Human Behav A Primer Series Ofs In Psychology

1. Understanding the eBook Roots Of Human Behav A Primer Series Ofs In Psychology
 - The Rise of Digital Reading Roots Of Human Behav A Primer Series Ofs In Psychology
 - Advantages of eBooks Over Traditional Books
2. Identifying Roots Of Human Behav A Primer Series Ofs In Psychology
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Roots Of Human Behav A Primer Series Ofs In Psychology
 - User-Friendly Interface
4. Exploring eBook Recommendations from Roots Of Human Behav A Primer Series Ofs In Psychology
 - Personalized Recommendations
 - Roots Of Human Behav A Primer Series Ofs In Psychology User Reviews and Ratings
 - Roots Of Human Behav A Primer Series Ofs In Psychology and Bestseller Lists
5. Accessing Roots Of Human Behav A Primer Series Ofs In Psychology Free and Paid eBooks
 - Roots Of Human Behav A Primer Series Ofs In Psychology Public Domain eBooks
 - Roots Of Human Behav A Primer Series Ofs In Psychology eBook Subscription Services
 - Roots Of Human Behav A Primer Series Ofs In Psychology Budget-Friendly Options

6. Navigating Roots Of Human Behav A Primer Series Ofs In Psychology eBook Formats
 - ePub, PDF, MOBI, and More
 - Roots Of Human Behav A Primer Series Ofs In Psychology Compatibility with Devices
 - Roots Of Human Behav A Primer Series Ofs In Psychology Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Roots Of Human Behav A Primer Series Ofs In Psychology
 - Highlighting and Note-Taking Roots Of Human Behav A Primer Series Ofs In Psychology
 - Interactive Elements Roots Of Human Behav A Primer Series Ofs In Psychology
8. Staying Engaged with Roots Of Human Behav A Primer Series Ofs In Psychology
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Roots Of Human Behav A Primer Series Ofs In Psychology
9. Balancing eBooks and Physical Books Roots Of Human Behav A Primer Series Ofs In Psychology
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Roots Of Human Behav A Primer Series Ofs In Psychology
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Roots Of Human Behav A Primer Series Ofs In Psychology
 - Setting Reading Goals Roots Of Human Behav A Primer Series Ofs In Psychology
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Roots Of Human Behav A Primer Series Ofs In Psychology
 - Fact-Checking eBook Content of Roots Of Human Behav A Primer Series Ofs In Psychology
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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