

Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko  
Index[More information](#)

## Index

- Ability model, of emotional intelligence, 87
- Abstract reasoning tests, 1
- Academic intelligence, *vs.* practical intelligence
  - case examples of, 32–3, 35–7
  - college students and, tacit knowledge research on, 155–6
  - practical intellectual skills and, 32, 221–2
  - practical problem solving, defined, 33–4
  - social intelligence and, 221
    - behavioral measurement of, 80–2
    - nonverbal measurement of, 82–7
- Academic psychologists, 145–7
- Achievement tests, 1
  - vs.* intelligence tests, 123–4
- ACT\* (A Cognitive Theory), of skill acquisition, 6–7, 27
- Age factors
  - action space of problem solving and, 42
  - cognitive measures and, 40–1
  - content of practical problem solving and, 50–1
  - cross-sectional *vs.* longitudinal study design and, 39
  - fluid *vs.* crystallized abilities and, 39, 41–2
  - goals of practical problem solving and, 51–2
  - interindividual variability and, 39–40
  - management tacit knowledge and, 154
  - mechanics *vs.* pragmatics of intelligence and, 42
  - in perceiving intelligence, 16
  - potential plasticity, reserve capacity and, 44–5
  - in practical intelligence development, 36–7, 38–46
  - primary *vs.* secondary problem solving strategies and, 52–4
  - problem interpretation and, 54–6
  - selection, optimization, compensation techniques and, 42–3
  - strategies of practical problem solving and, 52–4
  - tacit knowledge and, 43–4
  - wisdom and, 60
- Appositional information processing, 22
- Apprehension of experience principle, of cognition, 25
- ARI (U.S. Army Research Institute), xii

Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko

Index

[More information](#)

280

Index

- Artificial intelligence, human  
intelligence research and,  
26–7
- ASVAB (Armed Services Vocational  
Aptitude Battery), 152, 158
- Automatization ability, of successful  
intelligence theory, 96
- BARS (behaviorally anchored rating  
scales), of performance  
assessment, 120
- Beck Depression Inventory, 88
- Behavioral approach  
to leadership understanding,  
164  
to social intelligence measures,  
80–2
- Binet, Alfred, 12–13
- Biological theories, of intelligence,  
20–4
- Blends, of emotional intelligence,  
89
- California Psychological Inventory,  
148
- Cattell, James McKean, 12
- Cattell Culture Fair Test of *g*, 83
- Center for Creative Leadership  
Study, 148–50, 149*f*
- Chess players, studies of, 5–6
- Civilian settings of practical  
intelligence  
academic psychologists, 145–7  
Air Force recruits, 151–2  
business managers, 147–8  
Center for Creative Leadership  
Study, 148–50, 149*f*  
college students, 155–6  
managers across organizational  
levels and, 153–5  
salespeople, 150–1
- see also* Tacit knowledge research  
program, conclusions from  
CMT (Concept Mastery Test), 191
- Cognitive abilities  
action space of problem solving  
and, 42  
age-related factors and, 38–46  
compensation and, effects of, 48  
complexity factor of context and,  
48–9  
contextual perspective of, 48–50  
familiarity factor of context and,  
49–50  
fluid *vs.* crystallized abilities and,  
39, 41–2  
mechanics *vs.* pragmatics  
intelligence process and, 42  
potential plasticity, reserve  
capacity and, 44–5  
practical *vs.* academic abilities  
and, 40–1  
selection, optimization,  
compensation techniques  
and, 42–3  
social intelligence and  
behavioral measures of, 80–2  
cognitive-verbal measures of,  
79–80  
nonverbal measures of, 82–7  
tacit knowledge and, 43–4, 113–17,  
114*f*
- Cognitive representation, of tacit  
knowledge, 113–17, 114*f*
- Cognitive theories, of intelligence,  
24–7
- Common sense  
practical intelligence as, ix
- Componential subtheory, of  
successful intelligence theory,  
93–5
- Conceptual dependency concept, of  
semantic information  
processing, 27

Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko

Index

[More information](#)

## Index

281

- Construct relevance, in tacit knowledge test development, 138–9
- Construct representativeness, in tacit knowledge test development, 139–40
- Contextual perspective, of practical intelligence development, 47–50
- Contextual subtheory, of successful intelligence theory, 96–7
- Contextual theories, of intelligence, 27–9
- Contingency approach, to leadership understanding, 164–5
- Crystallized intelligence, 14
  - age factors and, 39, 41–2
  - social intelligence and, 84–5
  - wisdom as, 60
- Cultural factors
  - intelligence definitions and, 16–18
- Darwin, Charles, 11
- Das-Naglieri Cognitive Assessment System, 14
- Defining Issues Test, 80
- Dholuo Vocabulary Scale, 158
- Emotional intelligence
  - ability *vs.* mixed models of, 87
  - definitions regarding, 87–8
  - general factor ( $g_{ei}$ ) of, 90
  - skills and competencies of, 88, 89
  - vs.* social intelligence, 90
- Empathy Scale, 84
- Energy (capacity for labor), intelligence and, 11–12
- English Mill Hill Vocabulary Scale, 158
- Environmental factors
  - contextual subtheory of successful intelligence and, 96–7
  - in expertise development, 9
  - of practical intelligence, 1, 2
- Episodic memory, 113, 114f
- EQ<sub>i</sub> (Emotional Quotient Inventory), 88
- Experiential subtheory, of successful intelligence theory, 95–6
- Expertise, conceptions of
  - ACT theory of skill acquisition and, 6–7
  - deliberate practice and innate abilities and, 7–9
  - experts *vs.* novices and, 4–5, 210
  - global *vs.* local planning and, 4
  - knowledge based theories of, 5–6
  - mental processes based theories of, 4–5
  - metacomponential processes and, 4
  - perception by others and, 3–4
  - problem schemas concept and, 6
  - test measurement of, 9–10
- Expertise, development of
  - defined, 2
  - practical intelligence as, 1, 9–10
  - tacit knowledge and, 105
- Explicit theories, of intelligence, 24–7
- Factor Tests of Social Intelligence, 79
- Feeling biases, of emotional intelligence, 89
- Fluid intelligence, 14
  - age factors and, 39, 41–2
  - experiential subtheory of successful intelligence and, 96
  - wisdom and, 60
- Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B), 148

Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko

Index

[More information](#)

282

Index

- Galton, Sir Francis, 11–12
- General factor (*g* factor), of  
intelligence, ix, 9, 18–19
- Cattell Culture Fair Test of *g* and,  
83
- of emotional intelligence, 90
- experiential subtheory of  
successful intelligence and, 96
- tacit knowledge measurement  
and, 124, 157–9
- Genetic factors  
in expertise development, 9
- intelligence measurement and, 24
- of practical intelligence, 1, 2
- George Washington Social  
Intelligence Test (GWSIT), 79,  
83
- Global planning, 4
- Greenspan and Driscoll's Model of  
Personal Competence, 91–2
- Group Embedded Figures Test, 83
- Guilford's Structure of Intellect  
model of intelligence, 79, 81
- Henmon-Nelson Test of Mental  
Ability, 84
- Hidden Figures Test, 148
- Implicit theories, of intelligence,  
15–18
- Innate abilities, effect of, 7–8
- Instinct, 104
- Intelligence  
defined, 11
- as developing expertise, 2, 9–10
- dynamic testing of, 14–15
- elementary abilities and, 19
- fluid *vs.* crystallized intelligence  
and, 14, 39, 41–2
- general (*g* factor) of, ix, 9, 18–19
- heredity and environmental  
factors of, 1–2
- tacit knowledge and, 111, 157–9
- Intelligence, nature of  
age factors and, 16
- biological theories of, 20–4
- brain activity measurements and,  
23
- brain hemispheric specialization  
and, 21–2
- cognitive components approach  
to, 26
- cognitive theories of, 24–7
- computer artificial intelligence  
study of, 26–7
- contextual theories of, 27–9
- cortical glucose metabolism rates  
and, 23–4
- cultural factors and, 16–18
- energy, as capacity for labor and,  
11
- explicit theories of, 24–7
- genetic factors and, 24
- hierarchical abilities organization  
of, 20
- implicit theories, 15–18
- intelligence testing, historical  
perspective on, 11–15
- lexical information access time  
and, 26
- metacomponents of thinking and,  
2
- nerve conduction velocity and,  
22–3
- propositional *vs.* appositional  
information processing and, 22
- psychometric theories of, 18–20
- sensitivity and, 12
- system theories of, 29–31
- tests of, 1, 13–15
- see also* Expertise; Practical  
intelligence
- Intelligence tests  
*vs.* achievement tests, 123–4
- Interpersonal Competence  
Instrument (ICI), 81

Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko

Index

[More information](#)

## Index

283

- Intuition, 57–9  
 defined, 57  
 functions of, 57–8  
 importance of, 57  
 tacit knowledge and, 57–9, 104
- Job knowledge, 110–11
- Kaufman Adolescent and Adult  
 Intelligence Test (KAIT), 14
- Kirton Adaptation Innovation  
 Inventory, 148–9
- Knowledge  
 acquisition pathways of, 114–15,  
 114*f*  
*see also* Expertise, *specific subject*;  
 Practical intelligence; Tacit  
 knowledge, *specific topic*
- Knowledge acquisition components,  
 of successful intelligence  
 theory, 94, 209
- Knowledge based theories, of  
 expertise, 5–6
- Leadership  
 behavioral approach to, 164  
 contingency approach to, 164–5  
 effective *vs.* ineffective leaders  
 and, 162  
 leadership *vs.* management and,  
 166–8  
 tacit knowledge and, 168–9  
 Tacit Knowledge for Military  
 Leaders (TKML) inventory  
 and, 274–7  
 trait-based approach to, 163–4  
 transformational approach to, 165  
*see also* Military workplace tacit  
 knowledge, *specific subject*
- Leadership Effectiveness Survey  
 (LES), 187, 188*t*, 192
- Living System Framework (LSF), of  
 abilities, 92
- Local planning, 4
- Management, *vs.* leadership, 166–8
- Management problem solving, *see*  
 Workplace practical  
 intelligence
- Managerial Job Satisfaction  
 Questionnaire, 149
- Mathematical practical problem  
 solving examples, 35–7
- Mechanics process of intelligence, 42
- Metacomponential processes, of  
 expertise, 4
- Metacomponents of thinking, 2
- Military workplace tacit knowledge,  
 identification of  
 categories of, 174–81, 175–6*t*  
 development challenges and,  
 181–3  
 general leadership framework of,  
 183–4  
 integrated framework of, 178–81*t*  
 interpersonal tacit knowledge  
 and, 170–1*t*, 178–9*t*  
 interviews with army leaders and,  
 171–4  
 intrapersonal tacit knowledge  
 and, 169–70, 170*t*, 178*t*  
 leadership development processes  
 and, 168–9  
 literature review on, 169–71  
 organizational level differences in,  
 168  
 organizational tacit knowledge  
 and, 171*t*, 179–81*t*
- Military workplace tacit knowledge,  
 inventory development,  
 184–5  
 discriminate analysis used and,  
 186–7  
 experience, 185–7

Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko

Index

[More information](#)

284

Index

- Military workplace tacit knowledge,  
(*continued*)  
  leadership effectiveness, 187–9,  
  188*t*  
  Leadership Effectiveness Survey  
  (LES) and, 187, 188*t*, 192  
  process of, 189–90, 190*t*  
  Tacit Knowledge Survey (TKS)  
  and, 185  
  TKLM development and, 189–91,  
  190*t*
- Military workplace tacit knowledge,  
  inventory validation  
  Concept Mastery Test (CMT) and,  
  191  
  convergent validity evidence and,  
  197–200  
  discriminate validity evidence  
  and, 196–7  
  leadership effectiveness ratings  
  and, 195–6  
  TKIM and, 192  
  TKML internal consistency and,  
  194–5  
  TKML scoring and, 193–4  
  validation measures and, 191–3  
  validation sample and, 191
- Military workplace tacit knowledge,  
  role of, 200–1  
  instrument development and,  
  201–2  
  interviews and, 201  
  leadership development  
  implications and, 204–6  
  research study of, 151–3  
  understanding leadership  
  implications and, 203–4  
  validation study, 202–3
- Mixed model, of emotional  
  intelligence, 87
- Model of Personal Competence,  
  91–2
- Multifactor Emotional Intelligence  
  Scale (MEIS), 89–90
- Myers-Briggs Type Indicator, 148
- Nonlinear problem solving, 72–4,  
  222
- Nonverbal approach measures, of  
  social intelligence, 82–7
- Origin of Species* (Darwin), 11
- Perception of understanding, of  
  emotional intelligence, 90
- Performance components, of  
  successful intelligence theory,  
  94
- Personal competence model, of  
  practical intelligence  
  (Greenspan and Driscoll),  
  91–2
- Phenomenology and development,  
  of practical intelligence  
  academic intelligence *vs.*, 32–4  
  age-related patterns in, 36–46  
  complex reasoning strategies and,  
  37  
  intuition and, 57–9  
  mathematical problem types and,  
  35–6, 35–7  
  problem interpretation and, 54–6  
  problem solving content and,  
  50–1  
  problem solving contextual  
  perspective and, 47–50  
  problem solving goals and, 51–2  
  problem solving strategies and,  
  52–4  
  prototypic forms of, 56–7  
  research on practical problem  
  solving ability and, 34–8  
  wisdom and, 59–64
- PONS (Profile of Nonverbal  
  Sensitivity) test, 82

Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko

Index

[More information](#)

## Index

285

- Practical intelligence  
 vs. academic intelligence, ix–x, xi,  
 34, 221–2  
 defined, ix  
 empirical evidence regarding, x–xi  
 expertise conceptions and, 3–9  
 indispensability of, 1  
 intelligence conceptions and, 1–2  
 managerial performance theories  
 and, 222–3  
 success and, x  
*see also* Civilian settings of  
 practical intelligence;  
 Expertise, *specific subject*;  
 Intelligence; military  
 workplace; Phenomenology  
 and development, of practical  
 intelligence; Practical  
 intelligence, applications of;  
 Study approaches, to  
 practical intelligence; Tacit  
 knowledge, *specific topic*;  
 Workplace practical  
 intelligence
- Practical intelligence, applications of  
 assessment applications, 217–19  
 development applications, 210–12  
 cue acquisition strategy and,  
 216–17  
 developmental activities, 215  
 job knowledge tests and, 218–19  
 on-the-job experience, 215  
 performance rating and, 217–18  
 self-development activities, 215  
 training programs, 212–15  
 work sample tests and, 218
- identification applications, 207–8  
 tacit knowledge acquisition  
 skills, 208–10, 211f  
 tacit knowledge tests, 208  
 summary regarding, 219–20
- Practical Intelligence for Schools  
 studies, xii, 213–14
- Practice, effect of, 7–9
- Pragmatics process of intelligence,  
 42
- Primary Mental Abilities Test, 40,  
 45
- Problem schemas, defined, 6
- Problem solving. *see*  
 Phenomenology and  
 development, of practical  
 intelligence
- Procedural memory, 113, 114f
- Professional intuition, instinct, 104
- Progressions, of emotional  
 intelligence, 89
- Propositional information  
 processing, 22
- Psychometric theories, of  
 intelligence, 18–20
- Raven Colored Progressive Matrices  
 test, 158
- Relativity, of emotional intelligence,  
 89
- Research on practical intelligence.  
*see* Study approaches, to  
 practical intelligence
- Salespeople, 150–1
- Script theory, of semantic  
 information processing, 27
- Seattle Longitudinal Study, 44–5
- Seattle Training Study, 44–5
- Selective combination components,  
 of successful intelligence  
 theory, 94, 209, 310
- Selective comparison components,  
 of successful intelligence  
 theory, 94–5, 209, 210
- Selective encoding components, of  
 successful intelligence theory,  
 94, 209, 210
- Self-Monitoring scale, 84
- Semantic memory, 113, 114f

Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko

Index

[More information](#)

286

Index

- Shipley-Hartford Abstract Reasoning Scale, 80
- Shipley-Hartford Institute of Living Scale, 79
- Shipley-Hartford Verbal Scale, 80
- Shipley Institute for Living Scale, 148
- Simon, Theodore, 12
- Simulation assessment method, of tacit knowledge measurement, 120–2
- Situational judgment tests (SJTs), of performance assessment, 120
- Social Competence Factor, 83
- Social Competence Nomination Form, 84
- Social Insight Test, 80, 83
- Social intelligence  
*vs.* academic intelligence, 221  
 behavioral approach measures of, 80–2  
 cognitive aspects of, 78–9  
 cognitive-verbal measures of, 79–80  
 components of, 78  
 definitions of, 77–8, 86–7  
*vs.* emotional intelligence, 90  
 nonverbal approach measures of, 82–7  
 social competence factor and, 78
- Social Interpretation Test (SIT), 82–3
- Social Maturity Index, 80
- Social Skills Inventory (SSI), 79–80
- Specificity of practical intelligence.  
*see* Phenomenology and development, of practical intelligence
- Stanford-Binet Intelligence Scale, Fourth Edition (SB IV), 13
- Sternberg Research Group, xi–xii
- Sternberg Triarchic Abilities Test (STAT)  
 adult test subjects and, 102–3  
 analytical subtests of, 98  
 creative subtests of, 98–9  
 gifted children test subjects and, 100–2
- Sternberg's theory of successful intelligence and, 92–3  
 componential subtheory of, 93–5  
 contextual subtheory of, 96–7  
 experiential subtheory of, 95–6  
 practical intelligence measures and, 103
- Sternberg Triarchic Abilities Test (STAT) and, 97–103
- Structure of Intellect model, of intelligence, 79, 81
- Study approaches, to practical intelligence  
 comprehensive frameworks of abilities and Living Systems Framework and, 92  
 Model of Personal Competence and, 91–2  
 emotional intelligence and ability *vs.* mixed models of, 87  
 definitions regarding, 87–8  
 general factor ( $g_{ei}$ ) of, 90  
 skills and competencies of, 88, 89  
*vs.* social intelligence, 90  
 social intelligence and behavioral approach measures of, 80–2  
 cognitive aspects of, 78–9  
 cognitive-verbal measures of, 79–80  
 components of, 78  
 definitions of, 77–8  
 nonverbal approach measures of, 82–7  
 social competence factor and, 78
- Sternberg's theory of successful intelligence and, 92–3  
 componential subtheory of, 93–5  
 contextual subtheory of, 96–7



Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko

Index

[More information](#)

## Index

287

- experiential subtheory of, 95–6
  - practical intelligence measures and, 103
  - Triarchic Abilities Test and, 97–103
- Successful intelligence. *see* Theory of successful intelligence
- Synesthesia judgments, of emotional intelligence, 89
- System theories, of intelligence, 29–31
- Tacit knowledge
  - age-factors and, 43–4
  - defined, ix, 104, 106
  - experience and, 156–7
  - features of, 58
  - as a general construct, 159–60
  - general intelligence and, 157–9
  - intuition and, 57–9
  - nominal *vs.* natural concepts and, 106
  - performance and, 160–1
  - practical intelligence
    - measurement and, 103
  - social etiquette and, 80
  - Tacit Knowledge for Military Leaders inventory and, 274–7
  - Tacit Knowledge Inventory for Managers inventory and, 255–64
  - Tacit Knowledge Inventory for Sales inventory and, 265–73
  - wisdom and, 61
- Tacit knowledge, measurement of
  - by behavioral event interview technique, 120
  - inventories of, development, 125, 126f
  - instrument construction, 136–7
  - interview, products of, 130–1
  - interview, protocol of, 127–30
  - interview, summarization coding of, 131–3, 132f
  - item selection, 133–6, 134f
  - knowledge identification, 126–7
  - summary regarding, 137–8
  - Tacit Knowledge Survey (TKS) and, 135
  - as a measurement construct, 123–5
  - by simulations, 120–2
  - summary regarding, 143
  - by tacit knowledge approach, 122–3
  - validity of
    - consequential aspect of, 142–3
    - content aspect of, 138–40
    - external aspect of, 141–2
    - generalizability aspect of, 141
    - structural aspect of, 140–1
    - substantive aspect of, 140
- Tacit knowledge, role of
  - abstraction levels and, 112–13
  - acquisition pathways of
    - knowledge and, 114–15, 114f
  - cognitive representation of, 43–4, 113–17, 114f
  - features of
    - acquisition circumstances, 107, 109–10
    - coherence of, 109–10
    - practical characteristics of, 109–10
    - procedural characteristic of, 107–10
  - general knowledge *vs.*, 110–11
  - identification and measurement of, 117–18
  - job knowledge *vs.*, 110–11
  - as knowledge structures, 112
  - performance efficiency *vs.*, 111–12
  - as a theoretical concept, 105–6
- Tacit knowledge research program,
  - conclusions from, 144–5
  - on academic psychologists, 145–7
  - on business managers, 147–8
  - Center for Creative Leadership Study and, 148–50, 149f

Cambridge University Press

978-0-521-65958-1 - Practical Intelligence in Everyday Life

Robert J. Sternberg, George B. Forsythe, Jennifer Hedlund, Joseph A. Horvath,  
Richard K. Wagner, Wendy M. Williams, Scott A. Snook and Elena L. Grigorenko

Index

[More information](#)

288

Index

- Tacit knowledge research program,  
conclusions from (*continued*)  
distance measure scoring method  
and, 146  
experience and, 156–7  
general intelligence and, 157–9  
hierarchical regression analyses  
and, 149, 149†  
performance and, 160–1  
tacit knowledge as a general  
construct and, 159–60  
*see also* Civilian settings of  
practical intelligence
- Theory of successful intelligence  
compontial subtheory of, 93–5  
contextual subtheory of, 96–7  
experiential subtheory of, 95–6  
practical intelligence measures  
and, 103  
Triarchic Abilities Test and, 97–103
- TKS (Tacit Knowledge Survey), 135,  
185
- Transformational approach, to  
leadership understanding, 165
- Triarchic theory, of successful  
intelligence, 93
- U.S. Army Research Institute (ARI),  
xii
- Wechsler intelligence tests, 13
- Wisdom  
age factors and, 60  
balance theory of, 61–3  
components of, 59, 60  
creativity and, 64  
as crystallized intelligence, 60  
intelligence measures and, 60  
post-formal operational  
development of, 62–3, 64  
processes *vs.* goals of, 61  
tacit knowledge and, 61
- Woodcock-Johnson Tests of  
Cognitive Ability-Revised, 14
- Workplace practical intelligence  
art of managerial problem solving  
and, 70–6  
business managers, 147–8  
convoluted action problem  
solving and, 73, 222  
job *vs.* tacit knowledge and,  
110–11  
managers across organizational  
levels and, 153–5  
nonlinear problem solving and,  
72–4, 222  
proactive managerial problem  
solving and  
advantages of, 69  
disadvantages of, 69–70  
steps in, 68–9  
quick action problem solving and,  
73–4, 222  
rational managerial problem  
solving and, 65  
case example of, 67–8  
principles of, 66, 222–3  
reflection in action problem  
solving and, 74–6, 222–3  
salespeople tacit knowledge and,  
148–51, 149†
- Tacit Knowledge Inventory for  
Managers and, 148–50, 158,  
255–64
- Tacit Knowledge Inventory for  
Sales and, 265–73
- thinking while doing problem  
solving and, 70–2
- Zone of proximal development  
concept, 14
- Zung Self-Rating Depression Scale,  
88