



In This Issue

- Proceedings from 2007 SPIM Conference

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SPIM Conference 2007

March 1 – 4

Georgetown, Washington

Conference Theme:

Facing New Realities from a Psychological Perspective

The Annual SPIM conference for 2007 has come and gone. There were over eighty attendees this year. During the conference I took advantage of opportunities to 'pester' attendees to find out what they thought about the conference, what they were learning, etc. This issue of the newsletter is focused on highlighting the conference proceedings to remind the attendees of all of the good sessions and opportunities to connect with other SPIM members/friends. What follows are my many notes taken during the conference, quotes from attendees, and various comments taken from the formal presentations.

A heartfelt thanks to SPIM sponsors (graciously acknowledged by John Bruckman in his opening comments):

**Platinum: Bigby-Havis/Assess Systems
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**Gold: Academy for Academic Leadership
Leadership Worth Following**

**Silver: Psychological Assessment Resources, Inc.
UMBC an Honors University in Maryland**

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Alliant International University
Capital H Group
The Gallup Organization
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Mary Zahner
Newsletter Editor

Note from the President

Warm thanks to everyone who contributed to a very successful 2007 conference; be they presenters, program committee members or support staff. The quality of the presentations was outstanding and Georgetown provided a wonderful site and excellent weather.

Cathleen Civiello is doing an outstanding job on the 2008 Conference in San Antonio from February 28 to March 2, 2008. Please put I on your calendar!

John Bruckman, Ph.D.
SPIM President

Thursday night - Annual Kick-off for New and Returning SPIM Members

The Annual Kick-off was attended by approximately thirty to thirty-five people. It was described as an open dialogue in a supportive environment. There was a combination of newer (and often younger) members along with the more 'senior' members. This created an interesting juxtaposition of people talking about losing their parents or coping with debilitated siblings versus younger members speaking about the beginning phases of starting a family along with the struggles of managing, balancing and integrating one's life. All in all, the evening portrayed the various stages of adult development and all its challenges.

Friday

*SPIM Presidential Address by Judith Albino, Ph.D.
Leading and Learning: Lessons on Leadership from the
Science of Learning*

While the language of science and the language of consulting are not the same, what has research taught us about leadership? How can we shape the behavior of leaders?

A leader can't change an organization without changing himself or herself.

There are important lessons about feedback and learning critical to leaders: Cognitive feedback (i.e., information about relations and perceptions) is more important than outcome feedback. A leader does not learn much by being told he or she achieved a desired outcome. But what does create learning is information about the

FYI:

SPIM has two directories of members. One is a printed directory distributed by Edgar Johnson edgarmj@bellsouth.net.

The second is the website listing of members. Names and emails on the website are only posted when the member approves the posting by checking the boxes or emails Ed or Al Hollenbeck send out asking if one would want his/her name posted.

Please check your web address on the website to make sure we have the correct address. If you want to make a

task, setting, and perceptions regarding uncertainty. Since that kind of feedback is not easy to get, how can one build in cognitive feedback that can make a difference?

Judith presented an example of a Division Director (Mark) described as enthusiastic and working long hours. He saw himself as better than others, and acted like a martyr. With management changes above him, there were questions about Mark's professionalism, especially as he made no secret of what he saw as a power struggle with an important client. Colleagues thought Mark was making bad decisions that were based on personal and emotional reactions. When he received a negative review, he complained and began to withdraw. Why did Mark not receive honest feedback before? Because of the bias in organizations toward outcomes. Organizations believe the outcome is the feedback.

Besides the importance of cognitive feedback to provide us information about task and setting, and reactions, and perceptions, there is the impact of stress. Identifying and managing stress can enhance performance. Unfortunately stress interferes with the ability to identify and manage its effects.

High levels of stress may result in more rigid decision making, narrowing of alternatives, reliance on the old, resorting to familiar strategies and an impaired ability to learn. Consider leaders who are under a great deal of stress, such as the example Judith provided of Susan, a president of a not-for-profit. Susan was faced with staff turnover, negative legislation, increasing public attention, unreasonable work demands, and conflict with a contentious board member. Susan's self-confidence started to erode and she failed to depend upon her direct reports or develop a strong support network. Unexpectedly at a board meeting she took dramatic action in the moment – she resigned. Later she regretted her decision, although she admitted she could not concentrate or sleep. She suffered many of the effects of stress.

Stress is in the eye of the beholder. When working as leaders we owe it to ourselves to understand our limits.

Effectively Managing Major Disasters

John Cavanaugh, Ph.D. President of the University of West Florida

John, having faced six hurricanes at various times in his career, provided a compelling story of leading through the disaster of a hurricane. On September 16, 2004, Hurricane Ivan with wind gusts of 180 mph, smashed into Pensacola, Florida. John spent the night at a friend's house in a closet, unsure of the damage to his own home, the community, or the university. At the University of West Florida, 110 to 116 classrooms were damaged or destroyed, and the campus was closed for 3 weeks. There were no cell phones available (because all the towers were knocked down) and no

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potable water on campus for a week. The university had the only radio available in the community up and running within four hours. They also published the local newspaper for four days because they had the printing capacity.

It's not the leader that makes it successful in leading through a disaster, it is everyone. But no matter how much you prepare, things happen. Every leader will face a crisis – it is not a matter of if, but when. The worst kinds of disasters are those that threaten the existence of your organization. Some give warnings and some do not. As a leader, you are responsible for basic planning, response, and recovery processes. And, according to John, you know you'll be second guessed in the end.

When faced with crises or disasters, John said there are five things that matter most:

The people – All plans, decisions, and action must be based on keeping people safe. Remember the needs hierarchy. Act to provide for people's basic needs after the event. For example, John shut down the university on the Monday before the hurricane hit on Thursday. This allowed people to take care of their homes and families before taking care of the university. One of the first things John did after the hurricane was gather all employees together for three hours, urging them to wander around and talk to each other: to share and unburden.

Experience – Know your own experience and reactions in crises and disasters. Know your team's collective experience. Consult with others who have been through disasters. Do table top simulations.

Planning – Comprehensive planning is essential. What are the key elements of your disaster plan? Plan for a disaster beyond your wildest worst case scenario nightmare. Issues the university overlooked: Remote back-ups of all essential data, ability to operate campus from a remote site, positioning a remote team and deciding who will be on it, how to communicate when all infrastructure is destroyed, etc.

Decisiveness – Absolutely you must be decisive, clear and consistent in message. Leave no doubt about the seriousness of the situation. Always err on the side of safety. Be present.

Execution – Unequivocally invoke the plan as far in advance or as quickly as possible. Establish a command center. Coordinate response and recovery activities. Be appropriately flexible with policies. Document everything thoroughly. Do not engage in false economies (e.g., satellite phones versus tower dependent phones).

Panel Discussion: Effectively Managing Major Disasters
Michael Gelles, Psy.D. (Consultant with Deloitte Touche),
Gilbert Reyes, Ph.D. (Associate Dean for Clinical Training
at Fielding Graduate University), John Cavanaugh, Ph.D.
(President of University of West Florida), Panel

Coordinator: Cathleen Civiello, Ph.D. (SPIM President Elect)

Know what you are preparing for and discern some level of accuracy and reality about what is going to happen. Bring some sense of reality to planning. Be discerning about the information you have. Do not just manage the potential of an 'attack' but also the potential of a 'threat.'

There are the issues of time and speed in disasters. What really challenges us in disasters is the pace.

How do leaders influence the stress resilience of people they work with? Consider stress in relation to the need for prediction and control. People like to know where things are going. When disasters strike, things start spinning out of control and people look to leaders. Leaders need to focus on predictability and helping people see the direction they are going in.

Key leadership traits in tough situations are transparency (people can read what you are doing and why), tolerance to take calculated risks, inclusiveness (representation from different constituencies), congruity (actions match values and words), and justice (were people treated fairly?).

Essential fundamentals of leadership are applicable across various types of crises or disasters – any situation requiring a rapid response.

Distinguished Psychologist in Management (DPIM) Award Lunch honoring Allen Parchem, Ph.D. (Chairman and CEO of RHR International)

Ten Years and Counting by Allen Parchem, Ph.D.

Dale Thompson introduced the DPIM Award winner this year, noting that this award is taken seriously as its very existence goes to the SPIM's core as an organization. As psychologists, SPIM members have committed their professional lives to bringing the science and wisdom of our field to our worlds. In our efforts to walk the talk by actually being managers and leaders, SPIM members have set the bar for themselves much higher than one might set for clients and colleagues.

Al Parchem has been with RHR for twenty-seven years. Over the years, he has had a significant number of accomplishments with clients and has served as a model psychologist-manager. Al is highly credentialed, credible as a psychologist, and has been the pinnacle leader of one of the most major players in the field of business psychology. He has advanced the field through supporting the establishment of important awards, research, and supporting organizations to make the field better long after he is gone.

Of the many testimonials received about Al, the one that might best

reflect Al and his character:

"I'm sure I speak for dozens of us who have been mentored by Al when I say that he provides a sterling example of how to manage a complex business with ethical, scholarly, psychologically sound, and gracious leadership. All who have worked for Al, or alongside of him, borrow regularly and liberally from him as a role model for how to navigate with courage through the issues and opportunities they face on a daily basis."

Upon receiving his DPIM award, Al spoke of how RHR believes in supporting the profession. Having lead RHR for the last ten years, his biggest disappointment has been in retaining people. Major challenges he sees in the next few years include reforming a leadership team, melding trusted advisor work and talent management work, and continuing to track new talent. **Al advised the audience to check back in with their graduate programs and "let them know you love what you do." He finished up saying that "psychology is one of those 'stay tuned' disciplines – exciting and exhilarating."**

Leadership Run Amok: Does Leadership Style Really Affect the Bottom Line?

Joyce Shields, Ph.D. (Vice President of Business Development, Hay Group), Connie Schroyer, Ph.D. (Vice President and General Manager of the Hay Group)

Joyce and Connie spoke of the bright side and dark side of being motivated to achieve. Achievement is critical to effective leadership and the drive to achieve is growing among executives today. Achievement impacts leadership styles critical to creating effective work climates. Too much emphasis on achievement ultimately will derail executives and hamper organizational performance.

Effective executives "manage" their achievement and lead through influence and coaching.

The **Achievement** motive (performing better, faster, more efficiently) was compared to the **Affiliation** motive (establishing close, friendly relationships) and the **Power** motive (positive leadership influence stems from a need to be perceived as effective and influential). During a periodic review of the Hay Group database, a longitudinal analysis revealed that the Achievement motive was on the rise, especially in higher levels of organizations.

Leadership styles account for 70% of variability in organizational climates, and there is a direct correlation between organizational climate and bottom line performance.

Joyce and Connie described six different leadership styles:

Directive – lots of sticks, no carrot (effective for crises)

Participative – making decisions by consensus (effective with capable people)

Visionary – “here’s where we are going” (used by power oriented people)

Pacesetting – Leads by example and models behavior (love what they do, and want to do more of what they do)

Affiliative – Avoids conflict (not effective by self, but good when combined with Visionary and Coaching styles)

Coaching – Long term development of others

Of the above styles, the Visionary and Coaching styles are the most powerful ones in terms of energizing employees and having a positive impact on the climate. The Affiliative and Participative styles have a positive impact on the climate, but by themselves are not effective. The Pacesetting and Directive styles have a negative impact and contribute to a demotivated environment.

Connie and Joyce presented a case study of twenty-one IBM Managing Directors assessed in 1999 – 2000. They were divided into two groups: those who created energizing climates for their teams versus those who created de-motivating climates for their teams. **They found that those who created an energizing climate had a broad repertoire of Leadership Styles (High Visionary, Affiliative, Participating and Coaching), while those who created demotivating climates relied primarily on personal heroics (High Pacesetting style).**

Towards the end of their presentation, Connie and Joyce introduced a unique and unexpected simulation with an accomplice interrupting the presentation to ask Connie a question about a client situation and all the changes he had made to a program. He was demonstrating a Pacesetter Style in real time. The audience had a chance to ask questions of Connie, and later of the accomplice.

Panel Presentation: Psychological Issues Within Global Organizations

Marlene Thorn, Ph.D. (International Monetary Fund), Ellen Harvey, Ph.D. (International Executive Coach), K. Richard Pyle, Ph.D. (Counseling Psychologist with the Peace Corps), Hany Malik, Psy.D. (Chairman and Founder of Suntiva Executive Coaching), Jim Striker, Ph.D. (Senior Clinical Psychologist, Head of Personal and Work Stress Counseling Unit, World Bank Group)

Several themes are prevalent in global organizations:

- Staff are work driven and idealistic with a desire and need to excel.
- These are richly diverse work environments in terms of culture and education.
- There are special work demands: a lot of international

- business travel often in risky environments.
- The downside of diversity is the risk of miscommunication.

Saturday

Friendships at Work – A Strategic Lever for Increasing Engagements

Tom Rath (Global Practice Leader, The Gallup Organization)

In Tom's presentation, he spoke of the decades of discovery regarding bucket filling, bucket dipping, and five strategies from the book "How Full is your Bucket?" Those strategies are:

Prevent Bucket Dipping by getting rid of negative things in your life.

Shine a Light on what is Right. Those managers focusing on the strengths of employees significantly reduced the percentage of disengaged employees.

Make Best Friends.

Give Unexpectedly.

Reverse the Golden Rule: Do unto others as they would have you do unto them.

"Bucket filling keys:" Praise needs to be deserved, individualized, measurable and specific.

When your bucket is full, you are a different person mentally and physically. Leaders are in the business of helping us imagine what could be.

Psychology Facing the 21st Century: From an Ethical Perspective

Stephen Behnke, Ph.D., J.D. (Director of Ethics, American Psychological Association)

Steve took us through ethics from a historical perspective and how issues have evolved over time. He focused on two particular ethical issues facing APA:

Psychologists responding to humanitarian crises (e.g., tsunami).
What are the ethical aspects of responding to such disasters?

Psychologists involved in military interrogations.

The Rise of the "New Adult:" How it is Transforming Career Development, Personal Life Goals, and Leadership Needs for Successful "Green Business" Strategies

Douglas LaBier, Ph.D. (Director of the Center for Adult Development in Washington, D.C.)

Doug presented a model of coaching and leadership development for executives. He started out his session asking: What do Google, Bono and Schwarznegger have in common?

There is a dual paradox of normal people who look sick on the job and sick people who look normal on the job. So what supports positive development in the work place and individual development? Given a growing need to seek more of a sense of meaning and connection in life, Doug has been asked for help from executives to put career success in the larger context of life development. He spoke of five themes:

- A shift toward a new adult mentality related to what one is doing as an adult.
- More focus on inner life. What is your life vision and values? Are they consistent with outer life?
- Changes in how people conduct relationships with a shift toward the practice of mutuality.
- Clear sense of how we are part of a global environment.
- Desire for a more integrated life with a pathway through career and personal life that will give people more integration.

In regard to careers, Doug has observed two themes in companies:

1. A shift toward people wanting the workplace to be more team oriented, transparent, ethical, with ongoing learning and growth.
2. Outside the work place there is a desire to have impact beyond one's own immediate career needs. For some that has lead to a total shift of careers.

Doug spoke of the **"triple bottom line"** of financial success based on continuous innovation, social consciousness, and environmental consciousness. This lead to the answer to the question of how Google, Bono and Schwarznegger are alike. They epitomize the triple bottom line: Google is highly profitable and expanding rapidly while avoiding the pitfalls of traditional business (i.e., more of a transparent structure rather than hierarchical). Bono with his "buy red" campaign represents the shift to social entrepreneurism. Schwartznegger represents setting high standards in dealing with global warming.

How does all of this relate to coaching leaders? There is a need to help leaders adapt to these shifts. This often requires more self-examination on the part of leaders (e.g., determining value drives) to help them figure out the best path to take in their development as leaders.

Lunch and the Keynote Speaker: Realities of Global Leadership

Ambassador Joseph Huggins

Ambassador Huggins, with thirty years of diplomatic service, spoke of **people looking for leaders who will give them a sense of hope**. He cited Gandhi, JFK, Martin Luther King, Jimmy Carter, Reagan and Churchill. He also noted that whenever there is a crisis around the world, America is looked toward for leadership.

The Future of Science and Its Implications for Psychology

Eric Haseltine, Ph.D. (Deputy Director of National Intelligence and Director of Research)

After lunch, Eric had us laughing and thinking. He started out saying that while it is possible to predict some of the future of technology, it is hard to predict how humans will react to new technology. Trends of where technology is going and what it means to psychology in the work force:

- **Dumb things get smarter** (doesn't always mean people). Only 10% of toys at Walmart do *not* use digital technology. Information overload will get worse, faster! Smarts that go into new technology should be heavily weighted towards human interface.
- **Personalization** – Because of concerns about identity theft and the need to protect information, we will have to protect who gets where, what and how. Our computers are going to become smarter in figuring out who is using them. There are opportunities for new products to increase a sense of mastery and control. Inferential stats are dead – long live descriptive stats!
- **Localization** – With computer chips, it is easier to figure out where you are, and to know where all employees are all the time and what they are doing. So we can better analyze process flow and productivity.
- **Smart things inevitably want to get connected to other smart things.** The distinctions between work, play, and chores evaporates. Telecommuting anytime from anywhere. This is a good thing for American productivity, but adds stressors. The implications of the blurring between work and play is that our batteries are constantly drained.
- **Connected things want to go wireless.**
- **Everything goes global.**

Organizational Change and Covert Processes

Robert Marshak, Ph.D. (Scholar-in-Residence, AU/NTL MS in OD Program, School of Public Affairs, American University)

Most of the time, people ignore or do not deal with things that get in the way of what they are trying to do. Covert Processes are what people are not talking about. People hide their "valuables" (e.g., aspirations) as much as their vices.

There are six dimensions of Change:

Reasons: Overt rationale and logics

Politics: Unaddressed individual and group interests

Inspirations: Untapped or unexpressed values based or visionary aspirations

Emotions: Denied affective and reactive feelings

Mindsets: Tacit guiding beliefs and assumptions

Psychodynamics: Out of awareness anxiety-based and unconscious defenses.

All change is anxiety producing. Most people believe that by putting out rational reasons for change, that that is what will be done. Leaders go to school to be able to do analysis, not to learn how to inspire. Leaders need to ask themselves: What are the beliefs you have or your team has that are limiting you from changing?

Saturday Night: Reception and Awards Dinner

At the dinner, several 'awards' were given, including one to Lorraine Rieff for all of her good work. Al Hollenbeck received the Richard Kilburg Service Award for all of his past services. There was also a touching and well-deserved recognition of Barbara Bruckman for all of the behind-the-scenes work she did for SPIM this last year.

A first this year was a silent and live auction with our very own George Watts as Auctioneer. George was excellent with his adlibs about some of the live auction items (like the Freudian slippers). With George's masterly auctioneering we raised \$2600 for the Foundation to support the educational purposes and activities of SPIM.

Random Comments heard throughout the two days:

"Conversations at the table are as relevant as presentations."

"Friday night dinner: great food, fresh, good conversation, especially about how people got into the profession."

"Flow of the conference did not make sense to me."

"More than what I thought it would be given the agenda. Descriptions don't do it justice."

"Lively conversation at dinner at Thai restaurant on Friday night."

"We are missing our bread and butter: selection and training."

"Having a great time – I was trained clinically but doing IO work the last 20 years. Eight or nine years ago I discovered SIOP, which I enjoy but 6000 people at a conference – half of whom are graduate students. I tripped over SPIM – half the conference is relevant to what I do and the other half is what I should know."

"Intellectual stimulation and great conference."

"I liked Judith's talk. I thought it was well crafted with a good combination of scientifically based and application."

"I liked Tom Rath – found him to be an engaging speaker – more than I expected."

"Very much enjoyed socializing with people."

"How Judith tied the practice of psychology back to our roots as psychologists. Reminded us of who we are."

"John (Cavanaugh) was impressive. Learned a lot from what he has been through."

"Simulation (from Leadership Run Amok) was fun – have to admire the creativity."

"Just a wealth of information."

"Feeling of connectivity."