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## Links

[www.apa.org](http://www.apa.org)

American Psychological Association Website

[www.spim.org](http://www.spim.org)

Society of Psychologists in Management Website

Contact Us

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The 2013 Annual Conference theme was "Enjoy a Look Ahead: Thriving in the Future." There were 81 people signed up this year for the conference. During the business meeting on Saturday Marlene shared that for the first time in four years, SPIM is in the black!

Changes will be coming in this newsletter. A committee has been formed to look at SPIM Communications. Stay tuned.

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## Note from the President

Unquestionably, this is as excited as I've ever been about SPIM and our prospects. Our recent and highly successful 2013 Annual Conference hit the target, helping us "Enjoy a Look Ahead: Thriving in the Future". The road ahead is indeed bright and promising and SPIM, to quote John Martello, "has entered a new phase in our growth and evolution".

As a community, we're more diverse and talented than ever. Conference attendees praised both the excellence of our speakers and their variety. Heather Martarella, Richard Adderley and Kathryn Ryan, for example, presented impressively while representing new SPIM members and their valuable perspectives. Thank you to the many outstanding presenters, committee and board members and other contributors for producing an exceptional experience this past February in Scottsdale.

Clearly, we are also positioned for growth. Bill Siegfried, George Yancey, Marlene Thorn and the communications committee deserve special additional kudos for guiding us to a new level of visibility and branding power. The Psychologist-Manager Journal, to take just one example, is now an official APA publication offering free national advertising and a ready outlet for our thought capital. And, by the way, our SPIM Group on LinkedIn is fast approaching 400 members.

Let's all stay focused, enjoy this new momentum and build on it!

**John Reed PhD, MBA**

**SPIM President**

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## SPIM 2013 Conference- Enjoy a Look Ahead - Thriving in the future

### Friday

Welcome: John Reed, Ph.D.

### ***President's Address: I. Marlene Thorn, Ph.D. "How I got Where I am and Still Don't Know Where I am going."***

Marlene drew from various prominent past and present psychologists in regard to their research and conclusions on career and identity (e.g., Freud, Hall, Albino, Horner, Jung, Holland, etc.)

Marlene outlined her life-long journey as a psychologist manager starting in a traditionalist role and evolving in non-traditional ways. One thing that has stood out consistently for her from early on in her career was that she loved to lead.

Marlene had a great group activity aka 'party' where participants using Holland's 6 career interest categories had to choose what was most appealing to them and discuss their interests with like-minded participants.

### ***"Beliefs CEO's Hold in Their Heads and Hearts that Create or Destroy Value" by Fred Kiel, Ph.D.***

Where are we headed with our capitalistic system? Rules cannot substitute for character. There are a set of universal moral principles around the world. Four Moral principles that are good for leaders to be anchored in: Head – **Integrity and Responsibility**, Heart - **Forgiveness and Compassion**. These are found in a book Fred published through Wharton Press: Moral Intelligence (2005, 2011)

He did a research study: CEO Beliefs Project. They completed data sets on 79 CEOs & Senior Team members with observations from over 7800 employees. They measured a CEO's character based on the four moral principles listed above.

The Virtuoso CEOs (with high character scores) were three times higher on Return On Assets for their organizations.

Character Habits, because they are habits, can be strengthened. They include outlook, energy, courage, truthfulness, empathy and purpose. The core of what creates value for our leaders is character.

- Please consider holding a Regional SPIM meeting in your area. In the past Marlene Thorn and others have been successful in planning such meetings.

There is a website directory listing of members. Names and emails on the website are only posted when the member approves the posting by checking the boxes or emails.

Please check your web address on the website to make sure we have the correct address. If you want to make a change, contact Liz Woodward (liz@wplanning.com).

If you would like to share any news about yourself with SPIM members: publications, new job, etc., please send me the information and I will include in the next newsletter

Low character CEOs tend to pick low character senior managers. When character drops, clarity of vision drops. Virtuoso CEOs were often 'on edge' – we could always be better.

Conclusions: Business skills are necessary but character is essential. Effective execution requires both.

***"You Want the Future? You can't Handle the Future"  
by Braden Allenby, Ph.D., J.D.***

We have five core technologies evolving rapidly: nanotechnology, biotechnology, information and communication technology, robotics, and applied cognitive science. We have every incentive to remain blind to what we have already created. It is a hard problem to figure out what humans do that is going to remain unique.

The power of emerging technologies poses huge governance and social challenges: Sustainability and radical life extension? Changing cognitive patterns among young? Geoengineering?

Faced with accelerating unpredictability and complexity we need to recognize the need for fundamental personal and psychological change. The focus must be on psychological and institutional adaptability, agility, and flexibility.

***"Personal Leadership Identity and Leadership Frames: Understanding what happened at Penn State" by Judith Albino, Ph.D.***

Judith used a four frame leadership model: Structural (attune structure to tasks and environment), Human Resource (align organization and human needs), Political (develop agenda and power base), and Symbolic (create faith and meaning). A political frame may have been chosen at Penn State. Judith believes the failure at Penn State was because of a loss of personal leadership identity. She went through the background, complexities and players of the Penn State fiasco.

The failure of the leadership of Penn State has had an immensely negative impact on the university. There are now more than 100 structural recommendations from the Pennsylvania State Auditor for the university.

***"Transformational Relationships for Fun and Profit"  
by Jen Nguyen, Ph.D. and Terence Bostic, Ph.D.***

Jen and Terence believe that "parallel process, trust and

unconditional positive regard are sorely underutilized in consulting.” Their conclusions in working as a team are that genuine, transformational relationships with one’s peers and with some clients are keys to success for a consulting organization. One of their premises is that the same relationships and processes that exist in one circumstance (the internal team of work colleagues) will repeat themselves in other circumstances.

The relationship between individuals is a tie. The strength of this tie depends on time, emotional intensity, mutual confiding and reciprocal services.

Developing high quality connections starts in one’s own organization. If connections between co-workers are healthy, this flows to one’s clients. If relationships with peers are suboptimal, this dynamic will exist in parallel with clients.

At CMA, the firm Terence and Jen work for, there is a proactive approach to build and maintain relationships with colleagues. For example there is team building every 20<sup>th</sup> day. The belief is that internal health and wellbeing allows them to outwardly model healthy relationships to clients.

### ***“What’s new under the Sun with Executive Coaching” By Jeff Auerbach, Ph.D.***

Jeff may be one of the biggest critics of the International Coaching Foundation (ICF), but he is also on the board.

Increasing Number of Industry Reports available. Some trends from some of these reports:

- Most coaches say they have had some training.
- Coaching profession is a two million dollar industry.
- About 50000 people consider themselves to be coaches (compared to 500,000 licensed mental health professionals).
- In response to a question about whether coaching should be regulated, coaches in North American are significantly less likely to see the need for regulations.
- More than 49% of coaches believe the biggest obstacle for coaching over the next 12 months will be untrained individuals who call themselves coaches.
- 43% of coaches identify as Leadership, Executive, Business or Organizational coaches.
- A majority of coaches said they had experienced an increase in client numbers over the last 12 months.
- 55% of executive coaches hold a credential by an independent organization.

- Average external coaching fees for CEOs and Direct Reports (from Conference Board): 7% charge \$201 – \$300, 24% charge \$401 – \$500, 27% charge \$301 – \$400 per hour. Rates are often 25% higher in Europe.
- Respondents who reported the value of executive coaching as 'very high' jumped from 63% to 75%.

#### Jeff's Trends:

- Internal Coaches increasing. Sixty-six percent are made up of Human Resources part-time coach. It seems like a lot of coaching delivered by part-time people.
- There are a number of Coaching Corporations and Brokers (eg., Blessing White, CCL, CoachSource, Franklin Covey, etc.).
- Research and books: 3700 search results for Executive Coaching books. 84 books in the last 12 months. 439 peer reviewed articles from 2000 through 2009.
- Coaching Psychology Competency Project by Division 13 and 14 of APA.
- Global Coaching and Mentoring Alliance in Europe.
- Supervision becoming a standard in Europe.
- Technological Advances (e.g., Skype)
- University based Coach Education Programs

## Saturday

### ***"Why Future Trends in Psychology will Demand Unlearning" by Jack Uldrich***

To learn we have to let go and unlearn. Even though we see the big trends, we may miss some of the subtler changes. Jack is a futurist. He made a compelling case for the importance of focusing on the fast changing future. We have to be open to new ways. Five years ago no one knew what an app was, now there are 800000 apps. One million robots by 2015 for one company. We will still do the same things, but new devices will change how we do them. Our world has already changed and we have to start seeing some of the changes. The future is going to unfold in unexpected ways and we have to be ready. Step away from your daily grind and look at the world from a different perspective. Embrace ambiguity.

### ***"Starting and Running Your Own Company" by James Johnson, Ph.D.***

This session involved sharing lessons learned while starting four different companies, providing information for those thinking about starting their own company, clarifying differences in management approaches between entrepreneurial and traditional business, and

clarifying a personal journey.

Entrepreneurial companies are more team-centric than leader-centric. Any successful entrepreneurial business may start as an individual dream but it ends as a group effort. With his most recent company, Home Care Assistance, through diligent effort and adaptability James has grown this company with plans to expanding to 10,000 employees.

### ***"Learning the Hard Way: A Long Journey to Effective Change Management" by Heather Martarella, PsyD***

Originally Heather's plan did not include becoming a manager, and she never had any training on how to manage before she became a Director and then later a Chair. She did have training on corrective action. Through training last year at SPIM she learned Kotter's 8 step Model of Change Management:

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Remove obstacles
6. Create short-term wins
7. Build on the change

Heather learned about herself through a Conflict Management Styles Quiz (Collaborating, Competing, Avoiding, Harmonizing, Compromising) and what styles she was using to address conflict. Heather believes her management style is still changing and evolving. Mentoring after the SPIM conference was quite helpful.

Heather highlighted her views of why to grow SPIM and the benefits to SPIM members (e.g., diversity makes a stronger group with a wider range of perspectives, invigorating new ideas and dynamics, new learning opportunities, access to more resources, bidirectional benefits of mentoring).

### ***"Cultural Challenges in Leadership & Development: A Bahamian Case Study" by Richard Adderley, MA, LLB***

Richard's presentation was about using Bahamian culture and heritage to develop their workforce. The case study focused on a hospital with challenges regarding leadership training, lack of follow through on performance review recommendations, teamwork problems, coaching for managers, work ethic, succession planning, etc. To establish a context for the case study, he provided a history of the Bahamas. For example, Junkanoo is a Bahamian festival that



occurs during the dark hours of morning on the 26<sup>th</sup> of December and began as a temporary celebration of freedom for slaves. It has become a national festival. How is it that people will actively and readily participate in Junkanoo with its teamwork and energy but have much less energy in the workplace? How to transfer what goes on in Junkanoo to the workplace? Junkanoo was used as a Bahamian Model of Excellence. Lessons from their heritage include creativity, hard work, resourcefulness, adaptation, innovation, honoring traditions, celebration, strong values & principles, loyalty, and teamwork. Richard wanted to provide a clearer understanding of what happens in a developing country.

***"Persuasion and Influence in Scenario Planning: Overcoming Barriers to Learning from the Future" by Cynthia Selin, Ph.D. and Sandra Rodegher, M.S.***

"There are no future facts and no past possibilities."

Most organizations face a high degree of complexity and uncertainty. "We are all inescapably responsible for our collective future."  
(Barbara Adam)

Creating, managing & negotiating futures are key social activities. Every decision is predicated on an idea of the future – often implicit and unexpressed. Our actions are carried into the future, creating effects. Yet our perspective is often narrowly focused on the here and now.

Cynthia and Sandra had an activity asking the group for ways that organizations systematically approach the future (e.g., annual budget, strategic plan, ethics hotlines to see early warning signs, use of external firms to map your clients needs, systematic risk management to try to predict what may go wrong, etc.). There are foresight methodologies such as Delphi methods, visioning, road-mapping, life cycle analysis and scenario planning.

Scenarios are stories about tomorrow that can help you make better decisions today. They stretch thinking but are plausible and logical, Scenarios provide a framework for recognizing and adapting to change. Five phases for scenario planning:

1. Orient – Interviews, focal issues
2. Explore – Critical uncertainties (one person's certainty can be another person's uncertainty), predetermined element
3. Synthesize – Scenario framework, scenarios – work it all the way through
4. Act – Implications (early warnings), strategic agenda
5. Monitor – Leading indicators, monitoring system

Challenges to scenario thinking include lack of imagination, participants too practical and wanting to quickly move to decisions, discounting divergent opinions, anchoring effects, framing effects, information bias, need for cognitive closure, deference to authority, discomfort with uncertainty, groupthink, etc.

How does one share/communicate scenario planning to others? Authentic participation is important for diverse, rich thinking about the future. Influence can potentially narrow or stifle expansive thinking and impede full participation. What are approaches for managing influence to promote group learning about the longer term?

***"The Psychologist-Manager as Internal Consultant: Lessons Learned" by Albert Hollenbeck, Ph.D.***

Al has worked for more than 15 years as an internal consultant with AARP. He shared some of the lessons he has learned over the years regarding the organization's web presence employee opinion survey, and internal customer satisfaction survey.

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## Books by members

### **Founder of CEO Effectiveness Launches New Book For Business Leaders, Consultants and Coaches**

*Founder of CEO Effectiveness, William Anton PhD. offers a book focused on leadership self-knowledge and its importance in the workplace.*

Tampa, FL, February 14, 2012 – Written for business leaders, business consultants, and coaches, *Business Success Through Self-Knowledge* espouses principles that, when applied correctly, can benefit everyone. While other business books show leaders what to focus on for greater effectiveness, *Business Success Through Self-Knowledge* tells you how best to accomplish it. This book sheds light on the real foundation of personal mastery, addressing the most critical of questions: What do I need to know about myself to actually put my greater potential to use? And how do I get there? They may just be the most important questions you will ever consider. The author will be completing a workbook for coaches shortly.

*Business Success Through Self-Knowledge* is published by HD Interactive and available in Kindle format on Amazon at <http://bit.ly/BSTSK-Kindle> and paperback on Amazon at



<http://bit.ly/BSTSK-Paperback>

A Facebook webpage has been developed for the business community that features quotes from the website <http://ceoeffectiveness.com/>, and the address is:

<https://www.facebook.com/#!/pages/CEO-Effectiveness/338973216215483?fref=ts>

### **About The Author**

William D. Anton, PhD is founder of CEOeffectiveness.com and is currently president and CEO of Anton Holdings, Inc. He advises CEOs, directors, and senior business leaders on people and culture issues. Drawing on his experience in business, higher education, and psychology, he engages clients in confidential conversations to enhance their understanding of complex psychological factors influencing their effectiveness, business performance, and morale. The structure of the relationships allows for the exploration of issues that cannot be readily addressed in internal or external business environments. Confidential assessment of CEO organizational strengths can be used to objectify executive development and coaching.

For more information on William D. Anton and CEO Effectiveness visit [ceoeffectiveness.com](http://ceoeffectiveness.com)

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## **Judith Albino, Ph.D. recognized in University of Colorado's Newsletter for her DPIM award**

(From the Newsletter) "The Society of Psychologists in Management (SPIM) has awarded Colorado School of Public Health Associate Dean Judith Albino, Ph.D., the Distinguished Psychologist in Management Award for 2013.

Albino received the award on Feb. 22, during the SPIM midwinter conference in Scottsdale, Ariz. In her invited address at the conference, she spoke to the group on "Leadership Identity and Leadership Frames."

"I am deeply honored by this award; there is nothing so gratifying as to have one's work recognized by colleagues – particularly when the past recipients comprise such a distinguished group," Albino said.

The Distinguished Psychologist in Management Award recognizes outstanding contributions to the practice of management by a psychologist. The award is presented to an individual who has developed, refined, and implemented practices, procedures, and

methods that have a major impact on people in organizational settings and/or on the profession of management.

“Dr. Albino’s recognition speaks to her strong expertise in organizational and academic leadership,” noted Colorado School of Public Health Dean David Goff, MD, Ph.D. “The school and university are fortunate to benefit from her insights and leadership.”

Albino, a health psychologist, is the school’s associate dean for Strategic Planning and Development and clinical professor of Community and Behavioral Health. She currently is principal investigator and directs the Center for Native Oral Health Research. She also directs the senior leadership training program (LITeS) for the Colorado Clinical and Translational Sciences Institute. Albino served as the interim dean for the Colorado School of Public Health from 2011-2012 and is President Emerita of the University of Colorado.

Albino is among a handful of higher education leaders selected to receive the award, which more often has been presented to psychologist/leaders from the corporate sector. Past recipients from higher education have included John Conger, Ph.D., former chancellor of the University of Colorado Health Sciences Center; Richard Atkinson, Ph.D., former president of the University of California; and Frances Horowitz, Ph.D., former president of Graduate Center of the City University of New York.”