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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*

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## To SPIM members:

I hope you will enjoy this summer's newsletter. Besides information about the 2008 conference and some follow up on the 2007 conference, there are some fascinating articles from several of our members about projects they are working on. Plus, there is notice of an upcoming conference by SIOP that might be of interest to you.

My desire is to publish this newsletter on a 'seasonal' basis. In the fall newsletter expect to read more about the 2008 conference, plus a fascinating interview with our own George Watts, who was kind enough (and quite candid!) to spend some time on the phone with me talking about his interests and background.

I hope you all are having a good summer – and enjoy what you read in this newsletter. I welcome comments (and suggestions for articles!). Don't forget to send me notices on what is going on in your lives!

Mary Zahner, Ph.D.  
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**Plan to come to the  
2008 SPIM Conference: Feb. 29 - 1 March  
Institutes: February 28 & 2 March  
San Antonio, Texas**

Psychologist managers and psychologists who work with organizational leaders are facing

increasingly complex leadership challenges. The SPIM 2008 conference will focus on these issues. The conference theme will be *Managing and Leading: The role of the setting and organizational situation*.

We will be meeting and staying at the Marriott San Antonio Plaza. This historic hotel, that was originally built as a Four Seasons resort, includes a 19<sup>th</sup> century school that was restored in 1981 and some charming 19<sup>th</sup> century Victorian cottages, one of which holds the 24-hour exercise facility. There are also beautiful grounds and excellent food at the hotel.



Speakers will address leadership from a variety of different perspectives. Planned speakers include:

- Clifton Strengths Award Winner, Dr. Shelley Taylor, co-director of the Health Psychology program at UCLA, will speak on fostering a supportive environment.
- A session on leading in various settings will feature Dr. Mark Ginsberg speaking on leading professional organizations and Dr. Nancy Lane who will speak about leading in health care organizations.
- A close colleague of Dr. Arthur Freedman's, Ernesto Nieto, will speak on an innovative leadership development program focused on encouraging community leadership in Hispanic high-achieving youth. Arthur will serve as discussant.
- Dr. Charlie Klunder will discuss how psychology can add value to leading through the closure or death of an organization.
- COL Carroll Greene will speak on an innovative program for developing a value-added corporate culture within the Air Force Special Operations Command.
- Dr. Michael Gelles will speak on Netcentric leadership.
- Dr. Wayne Baughman will speak on technical leadership.

We also plan to have a session focused on applying the skills addressed in one of the keynote presentations, facilitated by Dr. Roger Cooper.

Four exciting institutes are planned: Assessing Executives, Leadership, Followership, and Ethics.

Cathleen Civiello, PhD, ABPP  
SPIM President - Elect

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## Note from the President

### President's Report: 2007 Conference, Washington D.C.

Dear Colleagues:

For many years we have held our annual conference without taking a systematic look at what worked and what could be improved. After reviewing this information, I encourage you to write to Cathleen Civiello and myself with your interpretations of the data and specific recommendations for the 2008 Conference.

#### SPIM 2007 CONFERENCE EVALUATION RESULTS:

1. The things I liked most about this conference were:

Presentations	39
Networking	29
Diversity of Subjects	6
Practicality/Relevance	5
Topics	4
Location	3
Organization of Conference	2

2. Suggestions to improve next year's conference:

Increased Social Time	15
Nicer Accommodations	8
Alternative Meeting Room Set up	7
Longer/shorter Presentations	6
Better/More Diverse Presenters	4
Conference at Different Location	4
Provide Handouts/Bound Material	3
Offer Training Programs	1
Provide "Hosts"	1
Combine with other conferences	1

3. I learned about this conference from (check all that applies):

Conference Postcard	12
Email Promotion	19
California Psychologist Advertisement	2
Word of mouth	8
From a SPIM Member	20
SPIM Website	23
Attending past conferences	28
Society of Consulting Psychologist	1
Other	8

### FYI:

SPIM has two directories of members. One is a printed directory distributed by Edgar Johnson [edgarmj@bellsouth.net](mailto: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 sent 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 change, contact [edgarmj@bellsouth.net](mailto:edgarmj@bellsouth.net).

Join Us in San Antonio in 2008!

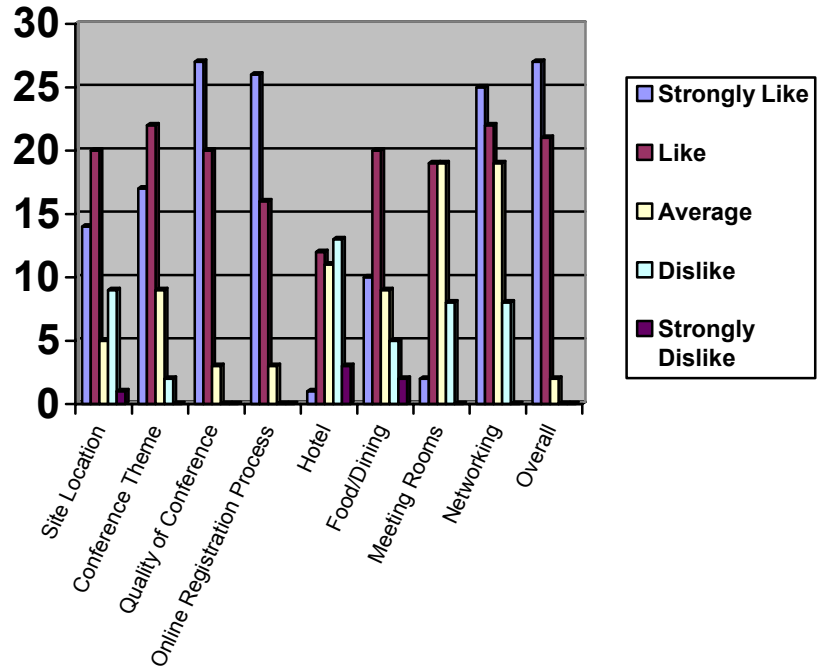
SPIM's Mid-Winter Conference

February 28 to 2 March, 2008

4. Next year's conference will be held in San Antonio, TX (Feb 28 - March 2, 2008). Will you attend?

Definitely no	1
Probably no	4
Not sure	11
Probably yes	17
Definitely yes	18

5. Please rate the following:



6. We often hear requests to make more CE credits available, but also hear requests for interesting opportunities to get together and share experiences. This is especially the case for events that involve meals and extensive discussion of personal/professional experiences.

How interested are you in programs that may contribute to your own self-growth and attainment of wisdom, but that do not count for CE credit?

Will never attend	2
Probably not	8
It's a possibility	18
Very interested	21
Desperately interested	1

7. In choosing programs, how important is it for you to obtain CE credit?

CE credit does not matter at all	6
Getting credit matters a little	4
It's a toss up	6
CE credit is very important	25
I must have CE credit	10

8. Conference Attendance:

This is the first time I have attended this conference:  
14

I have attended one or two past conferences:  
6

I have attended three or more conferences:  
31

9. I am a member of SPIM:

Yes: 48

No: 3

Conclusions:

1. The quality of the presentations was paramount as to the respondent's evaluation of the conference. Many participants indicated that this was what made the conference "special."
2. That is much easier to do in a nation's capital than an outlying city. We all need to support Cathleen's efforts to obtain the highest quality speakers.
3. Obtaining outstanding speakers is just like recruiting outstanding new members, the personal touch makes all the difference.
4. Given the size and visibility of our organization, we do an outstanding job in attracting high quality speakers. The San Francisco conference is another example of our ability to draw first class presenters.
5. We need to keep in mind the tradeoff between reasonable hotel rates in certain cities and our ability to attract outstanding presenters. It may be time to test the viability of moving to a more upscale hotel in a major city, given the reactions to the Holiday Inn in D.C. I realize (with some pain) that it may preclude some regulars from attending. At this time, I would just like to open the discussion, rather than make a hard decision. This is not a major issue for members from large organizations, but it is for private practitioners and academics. I realize that government employees are restricted to the government rate, but I wonder if the hotel rate was \$200 and the government rate was \$170 for that city, would they be willing to pay the additional \$30.00 out of their own pockets?

6. The hotel survey results confirm our earlier conclusion that we need to be two to three years out in signing a hotel contract for a major city.
7. "Networking and Social Time" came in second for evaluating the overall satisfaction with the Conference. For new members, they appear to find out about SPIM from SPIM members (as is indicated in all other categories), the SPIM website, email promotions and the postcard that we sent out to the Maryland Psychological Association. It is clear that we should purchase the mailing lists for APA Managers for New Mexico and surrounding states\_for a postcard promotion, especially in a geographical area in which we are not well known. The conference attendance is regional in nature (except for the regular members) and we should promote the conference on a regional basis, not on a national database. On the other hand, our membership drive might well prosper from a national perspective.
8. We had 35 participants indicating that they would probably or definitely attend the San Antonio conference.
9. Almost everyone responding said we should spend more resources promoting the conference and membership. I think it is time to give the membership and program committees a budget for promotion.
10. Internet connections of high quality (including wireless) are critical for all future hotel selections.
11. C.E. credits are essential for all conference and should be part of our promotions.
12. The "regulars" are critical to our success in the future, but as the membership committee will point out, they are overwhelmingly over 50. We need to design new mechanisms and attractions for younger academics and practitioners.

This is my initial glance at the data from the Conference. I welcome all opinions on how we should improve future conferences and the organization. Your reactions and opinions are most welcomed.

John C. Bruckman, Ph.D., President, SPIM  
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## Summer 2007, The Kaleidoscope Project

### Robert J. Sternberg

### Dean of the School of Arts and Sciences

### Tufts University

The overarching message of Tufts University is that we develop “new leaders for a changing world.” As Dean of the School of Arts and Sciences and as a scholar of leadership, I am particularly interested in how we can implement this message (which I participated in crafting).

We have devised several means for executing on the message, including a Center that teaches teachers how to teach for leadership and a leadership minor that enables students to learn how to apply principles of leadership to their own leadership experiences. In this brief article, I would like to describe a leadership-based project concerning college admissions.

During the final years I was IBM Professor of Psychology and Professor of Management at Yale, I collaborated with close to two dozen individuals on the implementation of the Rainbow Project (Sternberg & the Rainbow Project Collaborators, 2006). The Rainbow Project, funded by the College Board, involved creating an assessment to supplement the SAT that would, we hoped, increase prediction of academic success and decrease ethnic-group differences. The assessment contained measures of analytical, creative, and practical intelligence, based on the theory of successful intelligence (Sternberg, 1999). In a sample of 13 colleges, ranging from unselective to highly selective, and almost 100 participants, we found that we could double prediction of freshman grades and very substantially decrease ethnic-group differences by adding the Rainbow Assessment to the SAT. Similar procedures were implemented in supplementing the GMAT for admission to business school (Hedlund et al., 2006) and the Advanced Placement tests for measuring college-level achievement in high school (Stemler et al., 2006).

This project served as the basis for a new one. This past academic year, we implemented the Kaleidoscope Project at Tufts.

The Kaleidoscope Assessment was done in collaboration with Linda Abriola, Dean of the School of Engineering, and Lee Coffin, Dean of Admissions (Sternberg, in press). Unlike the Rainbow Assessment, it was not a separate test. . The questions were included in the

college application mailed to all of the more than 15,000 students who applied to Tufts. The application contained questions based on an extension of the theory of successful intelligence, the WICS theory of leadership (Sternberg, 2005). They measured wisdom, intelligence (academic/analytical and practical), and creativity synthesized. The idea of the theory is that leaders need creative skills to form a vision for their leadership, analytical skills to ascertain whether it is a good vision, practical skills to execute the vision and convince others of its worth, and wisdom-based skills in order to ensure that the vision is for a common good, not just the good of oneself or one's family or friends. For example, a wisdom-based question asked how the student might apply some passion developed in high school for a common good. A practical question asked how you had persuaded a friend of some idea that he or she did not initially accept. An analytical question asked about what book you would want to have in your library and why. One creative option was to write a short story with a title such as *Confessions of a Middle-School Bully* or *The End of MTV*. Another was to imagine some event in history, and say what the world would be like today if it had come out differently. A third option was to draw a new product or an advertisement for a new product. It was optional to answer the questions, and about half the applicants did.

The Kaleidoscope Project was used only in a "positive" way. In other words, if an applicant attempted to write a creative essay and was not very successful, that attempt did not keep him or her out. Rather, the essays were used as bases for putting people into the class. We found the essays most helpful in the middle of the distribution of applicants. Very strong applicants tended to be admitted regardless of what they wrote in the Kaleidoscope Project essays and weak ones to be rejected in any case. But in the middle two-thirds of the distribution, where applicants look rather similar, the essays were very helpful.

The results for the first year were heartening. Some people were worried applications would go down because adding the new questions made for more work. In fact, applications went up. Other people were worried that assessing creative, practical, and wisdom-related skills might decrease the academic quality of the applicant pool. In fact, all measures of academic prowess, including the SAT, showed gains. A third worry was that promises of increased diversity would not pan out. In fact, the applicant pool accepted was the most diverse ever. The number of African-Americans matriculating is double that of last year. Most importantly, we received tremendously positive qualitative feedback from applicants, who felt that Tufts had shown itself to be a school that cared about more than just GPAs and SATs—that it really cared about the individual as a whole person.



So we have shown that it is possible to develop and operationalize an assessment of leadership based on the WICS model. And the results have been even better than we expected. This kind of assessment might prove useful to others who wish to test skills that go beyond the traditional range of skills measured by conventional ability tests.

For references to this project, please see the SPIM website under Resources.

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## Attempting to Rebuild Iraq: One Psychologist's Story

by Marilyn Gowing, Ph.D.

As many of you may know, after six years with Aon, I left to explore my dream of a White House appointment. My good friend and former employer, Dr. David Morris, convinced me to join his firm until the White House opportunity crystallized. I have recruited David to join SPIM (Ed –did he pay his dues yet?), and I thought that you would have an interest in hearing about his efforts to establish a professional screening program for the Iraqi police. In this article, I shall describe his heroic efforts to conduct psychological research and create a merit system for the police department within a war-torn country.

Morris & McDaniel, a veteran-owned small business, has a 30-year history of successfully designing law enforcement selection and promotion procedures for state and local governments. In 2004, David, an Industrial-Organizational Psychologist and attorney by training, went to Iraq to recommend that a professional screening program be introduced to assess candidates for the civilian Iraqi police academies. David argued that, in order to reduce dependence on armed forces, the first step is to build a strong and capable civilian police force by selecting applicants who have the demonstrated skills and abilities to succeed on the job. He explained that once the wrong people are put in place in the police organization, the task of removing them and repairing the damage becomes exponentially more difficult. At the time, a non-professional field literacy test of 10 items that had no demonstrated validity was being used to evaluate candidates for the police academies.

David was successful in generating a Statement of Work for this project, and, in August of 2005, Morris & McDaniel won an 18

month contract with the Civilian Police Advisory Training Team, Multi-National Security Transition Command-Iraq (CPATT/MNSTC-I, U. S. Department of Defense) to build a professional screening program. There was great skepticism as to whether such a screening program, patterned after those widely used in major U. S. law enforcement jurisdictions, could be effectively adapted to the Iraqi environment. A three month pilot project at Baghdad Police College provided clear statistical and anecdotal evidence that these screening methods could be used in the Iraqi setting once translated into Arabic and adjusted for cultural issues. In 2005, the Morris & McDaniel screening program was extended to all recruit training academies country-wide and test centers were operated at seven locations including Baghdad Police College, Erbil Training Academy, Al Kut Training Academy, Babylon Training Academy (Al Hillah), Sulaymaniyah Training Academy, Mosul Training Academy and Basrah Joint Training Academy.

There were many challenges associated with establishing the test administration facilities with a multi-cultural staff drawn from the United States and the various sectarian and ethnic groups within Iraq. Expats were recruited to run the test administration facilities with the requirement that they have a minimum of ten years of experience in the HR field. Their responsibilities included the administration of a personnel testing site capable of testing up to 100 candidates per day and the recruiting, selection, and management of a staff of as many as fifteen (15) Arab employees to carry out complex and technical duties relating to proper administration of personnel selection procedures. All of these expats demonstrated their flexibility, fortitude and improvisational skills in accomplishing the company's assigned mission in Iraq in the face of daunting obstacles including bombed testing facilities.

Morris & McDaniel proposed the use of an **entry-level police aptitude test** assessing memory skills, spatial skills and other cognitive abilities (ability to scan a scene for suspicious details, recall visual information, learn new knowledge quickly) documented in numerous studies over the years as being required for effective police performance. Morris & McDaniel also proposed that a second measure be used in the professional screening program - the **Candidate Profile Summary (CPS)**. The CPS is a self-report measure assessing behavioral characteristics that are non-cognitive in nature, but equally important for police work such as fundamental honesty, a willingness to serve, work ethic, psychological toughness and multicultural tolerance. The CPS includes biodata items from the research of William A. Owens, Jr., former Professor Emeritus of the University of Georgia in Athens and one of the pioneers in the use of biographical data for

personnel selection and for addressing counter productive work behaviors.

The Morris & McDaniel team has assessed over 70,000 applicants and documented validity (transportability, content and criterion-related), utility and return on investment for the selection process. Scores for the entry-level aptitude test formed a normal distribution; surprisingly, the self-report CPS formed a normal distribution with a slight skew. Candidates were grouped into categories – Superior, Good, Competent, Some Risk and High Risk. The screening program has helped to eliminate approximately 30% of the candidate pool plainly shown to be unsuited for law enforcement work.

The utility and value of the professional screening program implemented in Iraq were evaluated in terms of dollar value of savings and increased success of police academy performance. Dr. Frank L. Schmidt, the Ralph L. Sheets Professor of Human Resources, Department of Management and Organization of the University of Iowa, and Dr. William G. Harris, Executive Director of the Association of Test Publishers, served as advisors/reviewers for this work.

CPATT's own internal analysis conducted at the Baghdad Police College showed substantial monetary savings from implementing the professional screening program. Based on DoD's data, for every sixty thousand dollars (\$60,000.00) spent each month on pre-admission candidate testing at the Baghdad Police Academy, there was a very real savings of approximately 1.8 million dollars that would have been wasted in fruitless efforts to turn unsuitable applicants into satisfactory law enforcement officers. Thus, for every dollar spent on the testing program, CPATT saved \$30 or a 30 to 1 ROI. Using the Schmidt-Hunter formula and conservative estimates, the return on the investment for improved on the job performance is almost \$10 for every \$1 spent on the professional screening program. In other words, the Dollar Value in Gain in Quality is 10 to 1. Criterion-related validity coefficients ranged from .29 to .32 ( $p < .01$ , corrected) for the cognitive measure and .21 to .47 for the CPS ( $p < .01$ , corrected) with the criterion of success in the police academy. Assistant Director Allister Hutchinson reported to

reviewers that real academy failures had dropped by 50% since adopting the professional screening program. Thus, the **Iraqi Professional Screening Program** has been a success in terms of ROI, reduced academy failures, and enhanced performance.

Colonel George A. Biszak, USMC, summarized his reactions to

the program as follows:



"It is my view that the testing program has been a success to date. There appears to be a consensus of opinion among all responsible officials that the quality of candidates at the Baghdad Police College is higher than in the past since the screening program was instituted. Both the recruiting arm and the training arm of the Baghdad Police College are pleased with the results produced to date by your screening program and are anxious to see the program continued.

Based upon my knowledge of the program, I would say that there is no question that the Iraqi Police Service would reap a great benefit from the continued use of the proven selection tests developed by Morris & McDaniel to determine which applicants are best suited for entry into the various police training programs operated both in Baghdad and throughout the various regions of Iraq."

The Morris & McDaniel contract ended this past February. The U. S. military decided to turn the screening program over to the Iraqis. Regretfully, it is our understanding that the program is no longer in use; the Iraqis have reverted to their traditional non-merit approach for police selection.

David has achieved a number of accolades for his efforts. A public personnel assessment association recently presented an "Innovation In Assessment Award (Honorable Mention)" to Morris & McDaniel in recognition of the Iraqi Police Professional Screening Program. David was featured in the March 2005 issue of the American Psychological Association Monitor on Psychology. Frank Landy, a nationally known industrial and organizational psychologist, featured David in the second edition of his book entitled Work in the 21<sup>st</sup> Century: An Introduction to Industrial and Organizational Psychology (with Jeffrey M. Conte). Frank goes so far as to suggest that David is a good example of deontic justice – a form of organizational justice based on what is the correct moral course of action for a company or for an individual. Frank states, "[David Morris] expressed the feeling that he was in Iraq because it was the right thing to do, even though his life was in jeopardy every day. He was not there to promote a personal goal or to improve his standing in some social group. He was there because he felt it was the right thing to do. This is the essence of deontic justice."

Frank also quotes an e-mail sent from David while he was in Iraq on September 2, 2005:

"I believe that the people decisions that we are assisting in will have a larger and more lasting impact on the reconstruction efforts than the

bricks, mortar, and equipment we leave behind. Fifty years from now, the equipment will be rusted and outmoded, but these people decisions will still be having a positive impact...I feel fortunate that I have had the chance to have a role in the daunting challenge of essentially rebuilding a country from the ground up, through the use of the tools of our trade as I-O Psychologists.”

Whatever the final outcome of the war in Iraq, the heroism of our troops and the civilian personnel, such as David, with “boots on the ground” in an effort to accomplish the mission has to be admired and celebrated by the American people. I thought you should know the story of one heroic psychologist who tried to make a difference.

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## Special Notices

### **Leading Edge Consortium Enabling Innovation in Organizations**

organized by the Society of Industrial and Organizational Psychology (Division 14 of the American Psychological Association)

October 26-27, 2007 in the InterContinental Kansas City at the Plaza

The conference will examine organizational structures, leadership styles, management practices, cultures, processes, and individual characteristics that help innovation flourish and get implemented. The consortium provides an intimate learning environment, with attendance limited to no more than 300 persons. Leaetta Hough, president of the Dunnette Group, is the general chair for the consortium. Michael Frese, chair of work and organizational psychology at Giessen University, Germany, is the science chair and William Mobley, professor of the China Europe International Business School, Shanghai, is the practice chair. Doug Reynolds, vice president of assessment technology for DDI, is assisting the co-chairs in his role as chair of SIOP’s Visibility Committee.

Ed Lawler, director of the Center for Effective Organizations and Distinguished Professor of Business at the University of Southern California, will open the consortium as keynote speaker. Lawler has been honored as a major contributor to theory, research, and practice in the fields of human resources management, compensation, organizational development, and organizational effectiveness.

Other confirmed presenters include Miriam Erez, Jim Farr, Neal Anderson, Jacob Goldenberg, Shaker Zahra, Mike Mumford, David Campbell and Jeremiah Lee. Please check the Leading Edge

Consortium Web site <http://www.siop.org/lec/default.aspx> for the latest on the program, including a listing of speakers, titles, abstracts, and what you can expect.

Registration cost is \$425 on or before August 29 and \$495 thereafter. You are encouraged to register promptly since seats are limited.

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## Notes on Members:

Leslie G. Mayer, Ph.D. made a presentation to Safeguard Scientifics' Life Sciences & Information Technology Advisory Board in Philadelphia on March 13, 2007. Her talk was entitled "Board Management Relations: Perspectives on Best Practices". Also, Dr. Mayer was a featured presenter at Centro Watt's Corporate Conference in San Diego on March 14, 2007. That talk was entitled "Resonant Leadership: Perspectives on Best Practices". She will be a featured panelist at the upcoming Forbes Family Business Forum, October 17-18, in New York. This will be her second appearance at the Forum, which is designed to reinvigorate family businesses. Also, Dr. Mayer was interviewed by the Wharton School of the University of Pennsylvania for their online newsletter Knowledge@Wharton. The article is titled, "Many Family Firms Rely on a Largely Invisible CEO -- Chief Emotional Officer." Dr. Mayer is President & CEO of Mayer Leadership Group in Radnor, PA. Her firm specializes in coaching and advising CEOs and top executives in the human factors that make or break successful leadership.