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## Websites

[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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## Welcome!

Dear Colleagues,  
It is hard to believe that a year has passed since I took on the assignment of editing our newsletter. It has been fun and challenging for me and I thank you for the many kind and appreciative comments you've sent my way.

This past year has also been a busy one for consulting. I'm doing quite a bit of speaking and with that, my travel commitments have increased. As a result, Mary Zahner has offered to take over from here. Thank you, Mary! I'm sure I speak for many of us in saying that we look forward to your vision for the continued expansion of the newsletter.

Please take a few minutes to read our member spotlight. Our featured colleague is Ellen Snee. We've concluded this edition of the newsletter with a poem written by our own Roger Cooper titled *Truite Bleu*. Enjoy!

Best Wishes,

**Leslie Mayer**  
**Newsletter Editor**

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## SPIM Board News & Info

### SPIM 2007 CONFERENCE

The program committee for the 2007 Conference is actively involved in designing an exciting program for your attendance. The Conference will be held from March 1-4, 2007 in Washington D.C.

Conference Schedule:

- Thursday, March 1: Registration and three Institutes
- Friday to Saturday, March 2-3: Conference proceedings
- Sunday: March 4: Final Institute and incoming board meeting

The tentative theme for the Conference is *Facing the New Realities from a Psychological Perspective*. Everyone is encouraged to share their thoughts on the theme, potential topics and speakers. Please send your ideas to me via e-mail at [jbruckman@changemg.com](mailto:jbruckman@changemg.com).

We have four exciting Institutes for your selection:

- Executive Wisdom by Dick Kilburg, based on his new book
- Talent Management by Shirley Ross and Jim LaRocco
- Coaching in a Multicultural Setting, by Marlene Thorn and three psychologists from the D.C. international professional community
- The Ethical Practice of Psychology in Organizations by Rodney Lowman and Dick Kilburg

Please put the conference on your calendar so that you do not miss out on a wonderful professional and personal opportunity. If each member recruits just one new psychologist to attend the conference, we could double our membership!

**John Bruckman**  
**President Elect & Program Chair**

*Be careful what you say...*



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## Member News & Highlights

**Dick Kilburg's** new book, *Executive Wisdom: Coaching and the Emergence of Virtuous Leaders*, is now available through APA Press ([www.apa.org/books](http://www.apa.org/books)) and Amazon.com.

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## Member Spotlight - A Conversation with Ellen Snee

*What is important right now?*

Most of my life has been about changing the world one woman at a time/affecting organizational change by assisting and enabling talented women to succeed and get to decision-making tables so they could succeed and make a difference.

When I started consulting after doing my doctoral studies, I always said I'd like to be put out of a job...that women would advance so I wouldn't be needed. The good news of where I am now is that tremendous progress has been made for and by women and more women are devoting time and resources to it.

I am therefore exploring the next chapter of my career. It's in line with the baby boomer theme of the last conference. I am reassessing where I want to make a difference for women. It's still the main theme of my work but I'm creating new opportunities in my compensated work (as opposed to what I do out of love and for organizations I believe in). I'm narrowing in on what services and needs are still not being addressed and trying to focus on putting together a suite of services for women who are about to make the leap into the C-suite.

The other part of where energy and excitement are for me is that

I've become involved with an MBA program in Sustainable Management. That is drawing me beyond the needs of a particular population to the needs of the globe. I'm finding that everything I've done to this point—business, education, and consulting—is now giving me something to draw upon to make a unique contribution in this new environment.

*How would you define Sustainable Management?*

I would define it as the commitment to preserve and utilize resources (human, financial and the environment) on behalf of the people of the world. This particular MBA program is preparing people who are committed to a discerning approach to bringing this perspective to business, government, and non-profits.

*How did you become involved? What drew you to this?*

I was beginning to recognize that what I had been doing was coming to some shift. I'm a starter...of projects, ideas. I'm best at the beginning of a curve. Programs and services for women were becoming widespread and mainstream so I began to say, "What's next?" Through talking with people I knew, I had a desire to get one foot back in the academic world. I went to an open house. I had an 'aha' moment that comes only a few times in life and I knew there was a match here. This calling—it's been very much a calling—was for me to expand how I contribute.

The turning point was last fall. I knew I needed to do something different. I recognized that the academic was a component, that I would continue to live out my commitment to women through pro bono work, not necessarily through paid employment. That was a huge thing for me...to say I think I'm called to something that's more than what's been my life's work.

*How did you feel about that?*

There has been tremendous energy in everything I'm doing with the Presidio School of Management. It's pro bono, but I feel fresh, contributing and energized. At the same time, there's a process of letting go of how I've understood my identity, my role in groups, in society to say, "yes I can still do it, but not in that way." It means letting go of some grandiose dreams about what I might have done, but it is very much a call. The feedback I'm getting in my work at Presidio says "I am on the right track." So for me, this year is a kind of transition and discernment. I'm going to continue to keep my practice going, but over the next 15 years, I see the balance of time and energy distributed differently.

I work with clients and friends who are transitioning. I feel fortunate that these two things are happening at the same time. It's not abrupt. I caught it before I lost passion or "it ran out." I caught it before I hit the wall. I'm riding two horses, but I also have my eye on how the balance will shift.

*You've used the term "calling." What does that represent to you?*

I was a Catholic nun for 18 years and the language of call and discernment is very familiar to me. I have known personally, as

well as professionally, what it feels like to be called or drawn to something by more than logic or financial motivation or professional comfort. In ordinary parlance, the closest analogy is probably falling in love...that undeniable but inexplicable experience. I would say I've had at least three to five pivotal moments in my life where that has involved a rather dramatic shift.

*Do you see similarities in your sense of letting go at this point in your life to your leaving a religious life?*

Becoming a nun was more dramatic to me than leaving a religious life. The three pivotal times were choosing to become part of a community of religious women as a way to make a difference in the world. The second was choosing to pursue a doctorate in human development as a way to make a contribution for women. This third is choosing to return to academia and institution-a bigger audience than one-to-one clients. I'm choosing education, I'm choosing an institution and I'm choosing a multiplier effect.

In this case, it's about making a difference that feels bigger than the other two. It's global; it involves the planet. I have to admit I have not been a "green" person/an environmental person in my life. This supersedes/feels like something bigger, even though I don't understand the details yet.

*You mentioned that your earlier dreams were "grandiose" and that you've given that up and yet I hear that this is even large in scope...* I think the shift is that over the last 15 years I have envisioned how I would make this difference in terms of creating a company, services, a brand and reaching large numbers of individual women. *This* feels like a call to contribute to an enterprise that has the potential to make a more comprehensive difference and my role will be instrumental but not necessarily very visible.

*Do you see any of this as connected to where you are in your life cycle?*

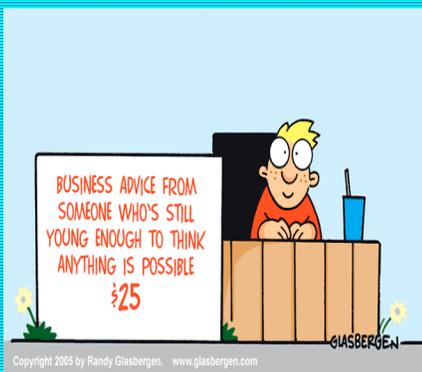
Absolutely.

*What do you think is the urge that you're really responding to?*

Is it Maslow that has the stage of generativity? I am more than committed. I have gone through a transition and as I emerge on the other side, what I value now is maximizing how my experience and expertise can benefit others. I'm looking for those opportunities, that context and those ways to make that happen.

When I finished my doctorate in '94, the last place I wanted to go was academic. But 12 years later, I feel I have integrated theory into practice and now I want to return the insights and wisdom. I feel I have wisdom to offer and my experience is showing that, in this particular context, I have credibility with the senior stakeholders...whether it's board or administration. I'm sought as mentor by the administrators who are more junior to me in age and experience. So I'm finding a way to trust that I can bridge generations and needs within a community of multiple stakeholders. Earlier I would have been wanting one of their jobs or the other, but I don't want that now. It's like I can feel the pull that says, 'I can do that job' and yes, I could, but that's not where I'm called now. I'm called to a new place.

*Your new executive coach...*



*And you thought your tax  
return was difficult...*

GE's 24,000 page federal tax return, filed electronically this year for the first time, was a whopping 237 megabytes, the largest electronic tax return ever. If they had filed on paper, the stack would have been more than 8 feet high.

*How does your work with women, and your sense of yourself as a woman, connect to these changes?*

Thank you for that question, because I haven't thought about that before. There are a few ways. The first is around meaning. I have found in my work with women and there's much research to support this (for instance, CCL) that women value and want to have meaning in their work. Very often, they don't stay with a job if it doesn't. I'm not saying it isn't true for men, but I know it to be true for women.

This process has been a reclaiming of meaning in my work. I'm experiencing what I've counseled other woman about-work that has immediate gratification and work that has long-term impact. Now I'm facing that choice again in my life. It's an opportunity to practice what you preach.

If you were to ask what I've learned that is useful to share with others, I would say that once again I am finding that transitions take time and they happen usually over a period of years, not months. The first phase is a dissolution-things start to come apart. There's a confusion, a loss of equilibrium. That, for me, is not a bad thing. It's a sign that transition is beginning. The second phase for me has always been having lots of conversation, engaging lots of people in what's going on so that something new can emerge. It's been my experience that I don't create the new but it emerges out of the work I've done with the chaos or shifting sands.

When I went to this open house in December, I knew in that moment. A recognition is possible because of the work that's done with the confusion. The phase I'm in now is to let the pieces work out and not try to force them prematurely.

*Let's say that we're in the year 2010. What do you think you'll be saying about this moment in time and what might you be doing?*  
I'm someone who gravitates toward the future so once I see it, I see it. In 2010 I would like to have a  $\frac{3}{4}$  time position in an academic institution in a combination of administration and teaching. I would also have a handful of high-end clients with whom I have worked and who are now in strategic positions. My primary focus would be to nurture and ensure the development of the next generation of talent.

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## Mark Your Calendars!

### SPIM's Mid-Winter Conference

Plan for Future Meeting Cities and Dates

Washington, DC: March 2 - 3, 2007

New Orleans: February 29 - March 1, 2008



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## Favorites...

### **Truite Bleu**

The waiter invites me to the trout tank,  
Where fifty or so fish swim,  
Against the flow from a long dammed stream.

They crowd together,  
Expectantly,  
Apparently unaware  
Of what next.

I choose one from the far side,  
One out of that brigade,  
That didn't volunteer.

I do not see what happens next,  
I know,  
And do not want to know.

My trout returns,  
To decorate a bright, white plate,  
With its own blue hue.

I wait,  
And look again,  
To see what I saw once before  
In this space.

For a grace,  
I bow my head a bit  
And mumble, "Thank You"

It is all that I can say  
Today.

***Roger Cooper, Psy.D.***