



SOCIETY OF PSYCHOLOGISTS IN MANAGEMENT

SPIMail

Welcome to the fifth edition of SPIMail, almost sent to you from the banks of the Grand Canal. Way too much fun was to be had there, so you are getting it from the neighborhood of the Charlottenburg Palace in Berlin (a much more stolid place) instead.

In this edition we remember our much esteemed SPIM member, **Don Clifton** in the **Member Spotlight** section. Don passed away on September 14, after a battle with cancer. Some of our members have shared their memories of Don.

Please note especially the important behind-the-scenes activities that our President, **Marilyn Gowing** has outlined for us, and the description of the exciting 2004 conference provided by our President-Elect, **Linda Richardson**.

Expect to receive news in this format (and on our website—www.spim.org) from your colleagues once (more or less) every quarter. To accomplish this in the best possible way, contributions from you are greatly appreciated. Please email me anything that you would like to share with our members. If you like you may be “Spotlighted” or perhaps just tell us a bit about what you are doing personally or professionally for the “Highlights” section. Please send your contributions to me at vchearn@earthlink.net.

Valerie Hearn, Newsletter Editor

PRESIDENT’S COLUMN

Fall is such a beautiful time of the year in Georgetown here in Washington, DC. I hope that this season finds each of you well and enjoying life! Your Board met in August (August 10, 2003) in Toronto, another beautiful city, in conjunction with the American Psychological Association Convention. The Board took a number of actions, and I want to share those with you. Specifically, the Board decided to:

- Accept the Treasurer’s Report. **Dr. Judith Albino**, our Treasurer, tells us that no progress has been made with SPIM’s application to become a 501 c (6) corporation (trade association) or with the accompanying plans to pursue establishing a SPIM foundation, 501 c (3), after our application has been approved. The problem is that the local Internal Revenue Service (IRS) Office will not return calls regarding the status of our application. I have told Judith that I really want to bring this issue to closure during my tenure as it has been going on for years, ever since I served on the Board as Secretary. I

have asked Judith to send me a copy of the SPIM application and the information regarding who they have been trying to reach. The good news is that, living in DC, I have access to IRS Headquarters. The IRS is actually a large customer of Aon's and so, hopefully, our internal contacts will help us to find out what barrier we are facing so we can move this package forward.

- Accept the recommendation of the Distinguished Psychologist in Management (DPIM) Committee Chairman, **Dr. Carl Greenberg**, to award the 2004 DPIM Award to Dr. Eric Hazeltine from the National Security Agency. **Dr. Cathleen Civiello** prepared this nomination package and the Board thanked her for the substantial effort that went into that package. Dr. Hazeltine will be a featured speaker at our 2004 annual conference. Our Board has had past discussions about sponsoring the DPIM Award winner for a presentation at the APA Convention, or if the DPIM Award winner is unavailable, then the SPIM President (repeating the Presidential Address for that year). This session would need to be co-sponsored by an APA Division. As the deadline for the APA Program sessions is coming up quickly, we may need to have a teleconference of Board members to discuss this issue. I would love to have this tradition established during my tenure as President. I think it is important for psychologists at APA to understand the careers and challenges of Psychologist/Managers.
- Appoint **Dr. Kathy Boyum** as Director of the SPIM Continuing Education Program and **Dr. David Brandt** as Deputy Director. Kathy and David have really been serving in these capacities for a number of years and the Board just wanted to formalize that relationship to acknowledge their hard work and great success in gaining SPIM CE unit credits for our institute and conference.
- Award **Dr. David Brandt** the 2004 Richard Kilburg Service Award for his extensive work over many years for the Society including obtaining APA approval for CE credits.

I would also like to update you on a number of other SPIM activities that we have set in motion.

- We established a committee to review and update the SPIM Bylaws. **Dr. David Brandt** chairs this committee. David has submitted a "straw man" of the new Bylaws. **Dr. Dee Ramsel**, SPIM Secretary, will soon circulate that document to the Board members with comments due in two weeks. After considering the Board's comments and revising the document, we shall distribute the Bylaws to the members at large. Our current Bylaws state in Article XII, "These Bylaws may be altered, amended, or repealed and new Bylaws may be adopted by a two-thirds vote of the members of the Board of Directors and ratified by a majority of the members attending the annual meeting." Therefore, it is our goal to receive your comments prior to the

conference, incorporate them into a final document for consideration by the Board at its Outgoing Board meeting. The Bylaws will then be presented during a luncheon session including time for discussion and a vote on Bylaws ratification.

- **Early registrations must be in by December 15, 2003.** As a reminder, we changed the registration fees for our annual conference. Early registration will be set at \$375 and regular registration will be set at \$425.
- While we have a number of corporate sponsors this year, including Aon (I am delighted to say), we need more. **Dr. Dee Ramsel** sent **Dr. George Watts** a list of SPIM members with corporate affiliations and we are counting on our master entrepreneur to recruit a few more sponsors for corporate events. If your company would like to sponsor a coffee break, luncheon, etc., please contact George directly George.Watts@arcnow.com. It is still our belief that the conference should break even with or without corporate sponsorships.
- As this is our 20th Anniversary, I proposed to the Executive Committee (constituted of the Past President, President and President-Elect) that we sponsor a Past President's dinner. I am going to issue a special invitation to the Past Presidents and their spouses/partners to attend the conference and participate in this function. Let's hope we get a good turnout!
- **Dr. Rosemary Hays-Thomas**, our Editor of The Psychologist-Manager Journal, has successfully recruited Erlbaum to publish the journal beginning in 2005. Erlbaum has given SPIM a proposal that was shared with the Board members for consideration and approval. Several Board members have provided comments and we have requested a contract from Erlbaum. The Board will need to take action to support the journal through 2004. We are still planning to conduct a membership survey to get your reactions regarding the value of our journal.
- **Dr. Raymond Fowler**, Chair of the Long Range Planning Committee, is preparing a list of questions for a mini membership survey. He plans to send the questions to his committee members shortly for review. The membership survey will be distributed prior to the annual conference. Other committee members are **Dr. Valerie Hearn**, **Dr. Ed Johnson** and **Dr. George Watts**.
- We have decided to try to bring SPIM into the 21st Century by introducing more automation. **Dr. Valerie Hearn**, our Newsletter Editor, has done a great job with SPIMail. We are investigating the use of Constant Contact software to personalize messages to our membership. Additionally, with **Dr. Al Hollenbeck's** assistance, we plan to issue our first electronic ballot!

Finally, I would like to encourage each of you to use the SPIM membership application form at the back of your SPIM Directory to recruit one new member. Share the benefits of SPIM with the next generation of psychologist/managers! Enjoy your fall, and, if we can be of assistance to you in any way, please let one of us know (Marilyn_Gowing@aoicons.com; dramsel@wi.rr.com).

Marilyn K. Gowing, President

MEMBER SPOTLIGHT—DONALD O. CLIFTON

In case you did not receive it, I am reprinting the following announcement that was sent to us from our president, **Marilyn Gowing**:

“It is with deep sadness that I write to tell you of the passing of our esteemed colleague and former President, **Donald O. Clifton**. Don passed away on September 14th after his battle with cancer. I know I speak for all of the members of the Board when I say it was a privilege to know and work with Don. He challenged us to take our Society to a new level through the sponsorship of a Nobel Prize for leadership. His style of leadership was a clear reflection of his espoused beliefs. In his everyday interactions, he was diplomatic, laudatory for individual member performance, visionary and optimistic about SPIM, its members and future.”

As you all know, Don was the former chairman of The Gallup Organization. Under Don's leadership Gallup grew beyond public opinion polling to the broader field of management consulting. He became chairman after Gallup was acquired by his company, Selection Research Inc., in 1988. He started SRI in 1969 after teaching educational psychology at the University of Nebraska.

Last year, APA gave Don a lifetime achievement award calling him “the father of strengths-based psychology and the grandfather of positive psychology.” His company helped businesses improve their productivity by tailoring their practices to their employees’ strengths.

We are all so fortunate to have known Don Clifton.

Memories of Don

From **Robb Most**: Don Clifton was a very special man.

A few years ago, I went to Omaha to meet with Don in conjunction with Bruce Avolio and Bernard Bass. I got there the day before Bernie and Bruce and stayed at a Inn just

down the street from the Gallup headquarters. As I walked up the street I saw this nice brick building and to the right was a child care center in the same design.

As I walked up to the building there was an older man talking to a young woman and child. As I walked up he asked if I was Robb Most and extended his hand. Don had come out front to greet me and he was standing there talking to his daughter and granddaughter (whom he then introduced).

Inside, I learned more about Don's amazing attitudes. The child care center was built near headquarters so the employees would be close to their children. Don's office was the same as the others but it looked out over the center. He designed the cafeteria off the lobby so that people would interact and he designed the open offices and where the coffee area was place to maximize interaction among employees.

Don was a unique and special person. I wish this world for many more like Don.

I appreciate this opportunity to remember Don.

From **Mark Ginsberg**: I had heard about Don's passing and was very sad to hear the news He was an incredible person and an inspiration to many of us. We all will miss him greatly, yet remember him with admiration.

From **Joyce Shelds**: My memories of Don are of a wonderful, brilliant, kind and funny man. His talks were always energizing and humorous as well as thoughtful. He brought a level of great level of energy and enthusiasm to SPIM in all of our meetings. He will be missed.

From **Roger Cooper**: My only contacts with Don Clifton were in the context of SPIM's annual winter meeting. His hallmark was a kind and gentlemanly manner that masked an intensity lying within his words. I loved to see the sparkle in his eyes and his "matter of fact" approach to the issues that emerged. I admired his embodiment of the "elder statesman" who was always ready to take his share of the workload. His grasp of national issues and the statistics of polling won my admiration and respect.

SPIM MEMBER HIGHLIGHTS

Rodney Loweman announces the publication of a new job stress measure, the Job Stress Index (JSI) through his university: www.alliant.edu/e-testing. It can be taken on line and used at the group, individual, or organizational levels.

Rosemary Hays-Thomas has had a chapter published in a book that just came out: "Why Now? The Contemporary Focus on Managing Diversity" (pp. 3-30) in *The Psychology and Management of Workplace Diversity* edited by Margaret S. Stockdale and Faye J. Crosby, Blackwell Publishing, 2004.

Shirley Ross has recently left Williams-Sonoma, Inc., and joined Merck & Co. as Vice President of Talent Management and Organization Effectiveness. Her new role includes succession planning, talent strategy, organization development, organization learning, and corporate staffing. She has relocated from San Francisco to New Jersey. Her new phone number is 908-423-3828, and email is shirley_ross@merck.com.

Dale Thompson has recently left Hitachi Consulting, where he was EVP and Chief People Officer. He is taking a few months off to work on several pet projects (including remodeling his lake house!) and is considering establishing a firm focusing on individualized leadership development and the concept of developing "leaders worth following." He can now be reached at dthomp1953@charter.net; or 817.421.0943. He also says anyone who wants to spend time with him at the lake this fall is more than welcome!

Rick Greentree, Director of Strategic Management Services for Cherry, Bekaert & Holland, L.L.P., was recently appointed to a three-year term as National Advisor for the American Society for Training & Development (ASTD). In that role, he will assist chapter leaders and ASTD's national board of directors advance various objectives of importance to the association and its membership. Rick served on ASTD's International Conference Program Committee the past two years and is a previous president of ASTD's Greater Richmond Chapter.

Members: You too can have news of your work broadcast to other SPIM members. All it takes is an email to vchearn@earthlink.net.

THE PSYCHOLOGIST-MANAGER JOURNAL

RISK MANAGEMENT - FORENSIC ISSUES IN MANAGEMENT

A special issue of *The Psychologist-Manager Journal* is being prepared under the editorship of Dr. Jay Finkelman of Alliant International University on the topic of "Risk Management for the Psychologist-Manager." Dr. Finkelman is currently assembling authors for articles in the issue and would welcome contacts from among our membership (or from others you know who would be strong contributors). Please contact Jay directly at jfinkelman@alliant.edu if you are interested in a potential contribution to this issue. In his words:

This special issue will provide an overview of employment risk management perspectives and approaches that are available to the psychologist-manager. Although the issue is certainly not intended to offer legal advice or to substitute for such advice, it will be

prepared with the assistance and participation of attorneys and I/O psychologists who are experienced in this domain....(Psychologist-managers may) face an array of potential conflict and ethical considerations...(when they must) mitigate risk and protect and advise their dual constituencies: employees and employers.

As Editor of *TPMJ*, I hope that some of you will be able to contribute to another strong special issue of the *Journal*.

Volume 6 (1) of *The Psychologist-Manager Journal* has been mailed (some time ago, actually). There was a lot of trouble with wrong addresses, etc., and some people may not have received theirs. If you have not gotten yours, please contact Rosemary Hays-Thomas at rlowe@uwf.edu.

Rosemary Hays-Thomas, Editor

WWW.SPIM.ORG – THE SPIM WEB SITE

Our website will be updated shortly to reflect the latest news on our 2004 Conference. Also, we will update the members' area to reflect the 2003 list of those wishing their email addresses posted to the website. If you would like your contact info posted you can send an update form from the site.

Al Hollenbeck, SPIM Webmaster

SPIM Conference 2004

2004 is the twentieth anniversary of SPIM. We have an exciting program planned for our mid-winter conference that will be held in the magical city of San Francisco on Friday, March 5 and Saturday, March 6. The theme, "Managing in Challenging Times", will be addressed in various ways in each conference event.

On Thursday, March 4, two pre-conference institutes, each granting 7 CEUs, will be offered. Dr. John Langhorne, President of Langhorne Associates, and his colleagues will be presenting on "Organizational Development: How to do it in Small and Mid-Sized Companies" and Dr. Rodney Lowman, Systemwide Dean, California School of Organizational Studies at Alliant International University, and Dr. George Watts, CEO of Alternative Resources Corporation, will be presenting on "Transition to Management: What a Psychologist Needs to Know". Late Thursday afternoon, the outgoing SPIM board meeting will be held. (The incoming SPIM board meeting will take place on Sunday morning.) All conference attendees are invited to attend both board meetings. Thursday evening, Dr. Dick Kilburg, Senior Director of Human Services at Johns

Hopkins University, will lead the popular Annual Kick-off for New and Returning Members, a time to renew old friendships and make new ones.

The formal program of the conference begins Friday morning. The keynote speaker on Friday is Dr. Steve Mayberg, Director of the California Department of Mental Health. He will be talking about the challenges of managing a large department in state government in the best of financial times as well as in the worst of times. Other Friday events include Dr. Mark Ginsberg, Executive Director of the National Association for the Education of Young Children, describing his challenges in managing professional organizations, Dr. Dennis Jaffee, Director of the Organizational Systems Program at Saybrook Institute and Management Consultant, discussing the management of corporate boards, Dr. Al Holland from the Astronaut Training Division at NASA addressing the management of astronaut training and how the trainers and trainees weathered the space disasters, and three health care leaders, Drs. Bill Fishbein, Healthcare Consultant, Tom Gettelman, Director of Clinical Services for Carolinas Healthcare System MHC, and Nancy Lane, Chief Executive Officer of the Massachusetts Behavioral Health Partnership, discussing the management of health care organizations. As part of our 20th anniversary celebration, Dr. Dick Kilburg, will chair a panel of SPIM past Presidents who will address where the organization has been and where it is going. A recent Past President of SPIM, Dr. Don Clifton, will be commemorated at lunch. Finally, our current SPIM President, Dr. Marilyn Gowing, Senior Vice President and Government Practice Leader at Aon Consulting, will deliver her Presidential address. The day will climax with a No Host Reception hosted by SPIM Treasurer and President of Alliant International University, Dr. Judith Albino at Alliant's new administrative headquarters near the hotel followed by dinner on your own.

Saturday will begin with the first annual Walk/Run co-hosted by Drs. Ray Fowler and Valerie Hearn, a great way to start the day and see some of beautiful San Francisco. The keynote speaker on Saturday is Dr. Bob Sternberg, Director of the PACE Center at Yale, prolific researcher and author, and current APA President. Bob will talk about the challenges of managing multiple leadership roles. Other Saturday events include a roundtable discussion of psychologist authors, chaired by Dr. Rodney Lowman, discussing how they manage the writing and publication process. Dr. Paul Offman, Senior Consultant at RHR International and long time Red Cross volunteer will talk about the management of volunteers in a disaster; this based on his work with the Red Cross on 9/11 and other disasters. Several SPIM members will lead small discussion groups on themes of interest to the membership. Dr. Marilyn Gowing will lead a lunchtime discussion of our current by-laws. The Distinguished Psychologist-Manager Award Winner for 2004, Dr. Eric Hazeltine, Associate Director of Research at NSA, will be giving his address on how to recognize a crisis when no one else does. The conference will culminate in the annual Saturday evening banquet at which SPIM's 20th anniversary will be celebrated. Those who attend both days of the conference will receive 14 CEUs. SPIM is an APA approved Continuing Education Sponsor.

All the conference events are being held at the Sheraton Fisherman's Wharf. Room rates are a bargain \$125 per night single or double. The deadline for early registration has been moved up to December 15. Register early to obtain the early registration discount. I look forward to seeing you all at the conference.

Linda Richardson, President-Elect

SOCIETY OF PSYCHOLOGISTS IN MANAGEMENT

**ANNOUNCING THE SOCIETY OF PSYCHOLOGISTS IN MANAGEMENT'S 2004
SPIM INSTITUTES AND ANNUAL MID-WINTER CONFERENCE:**

"MANAGING IN CHALLENGING TIMES"

WHEN: MARCH 4, 2004 – PRE-CONFERENCE INSTITUTES:

Organization Development: How to Do It in Small and Mid-sized Companies
John Langhorne and Colleagues
The Transition to Management: What a Psychologist Needs to Know
Rodney Lowman and George Watts

MARCH 5 & 6, 2004—ANNUAL CONFERENCE

Keynote speakers: Dr. Steve Mayberg, Director, California Department of Mental Health
and
Dr. Bob Sternberg, Director, PACE Center, Yale University and current APA President

**WHERE: SAN FRANCISCO
SHERATON AT FISHERMAN'S WHARF
2500 Mason Street, San Francisco, CA
415-362-5500
Hotel Room Rate: \$125**

The Society of Psychologists in Management is approved by the American Psychological Association to offer continuing education for Psychologists. The Society of Psychologists in Management maintains responsibility for the program.

For additional information, please contact Lorraine Rieff, Conference Coordinator at spim@lrieff.com or 312-655-1150.