



## SOCIETY OF PSYCHOLOGISTS IN MANAGEMENT

# SPIMail

September 2006

14<sup>th</sup> Edition

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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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### Welcome!

Hello everyone. First, thanks to all who responded to my desperate request for information to publish in the newsletter. I received some great responses – which are included in this edition, plus ideas for future editions (e.g., information about the Clifton Strengths Award, etc.).

Perhaps more important is that John Bruckman is working on a great mid-winter conference and our new website is up and running! Judith Albino deserves much credit and kudos for all of the time and effort she spent in making sure we ended up with a professional and useful website. Please check it out.

This is my first attempt at a newsletter. I hope you all find something you enjoy! I welcome comments, advice, etc.

**Mary Zahner**

**Newsletter Editor**

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### FROM THE PRESIDENT - JUDITH ALBINO SPIM AT APA

SPIM members who attended APA this year not only enjoyed the superb professional programs and social activities, but also had the satisfaction of knowing that just being in New Orleans was a way of lending a hand to the city that was so devastated by Hurricane Katrina. The French Quarter, which sustained the least damage from Hurricane Katrina, was the center of APA activities, but many attendees were grateful for the tours that allowed us to talk with residents, as well as see first hand and better understand the destruction and upheaval of lives that resulted from last year's storm. More than 750,000 of those who evacuated have not returned to New Orleans, and the visible evidence of destruction fully explains that fact. Our hearts go out to the people who continue their struggle to find ways to repair their homes and restore their lives – still without electricity or running water in some parts of the city. In spite of it all, the spirit of the people and their love of the city shone through in those we met. Above all, they wanted us to know that New Orleans will always be their home and will always welcome guests such as those attending APA.

### SPIM AND SCP FORM INTEREST GROUP

While at APA, SPIM Member and Division 13 President Debra Robinson hosted a meeting of SPIM members who also belong to

the Society of Consulting Psychology (Division 13). This group met in the Division 13 Suite to talk about forming an "Interest group" within SCP. The focus will be on the shared interests of psychologists in management who belong to both organizations, and the group will consider opportunities for some joint activities to be conducted under the umbrella of Division 13. Rodney Lowman, a SPIM member and former SPIM president who is now APA Council Representative for Division 13, will coordinate the development of the group. E-mail Rodney at [Rlowman@alliant.edu](mailto:Rlowman@alliant.edu) if you belong to Division 13 (or would like to) and are interested in participating in the Interest Group.

### **RHR SUITE HOSTS RECEPTION AT APA**

On the last evening of the APA meeting in New Orleans, SPIM members and friends gathered for networking and renewing friendships in the gracious space of a lovely suite at the Hilton Hotel – compliments of RHR International! RHR CEO Al Parchem, a long time SPIM member, and other RHR psychologists and staff were on hand, along with several SPIM officers, a number of Division 13 colleagues, and other friends and acquaintances attending the meeting. SPIM is always grateful for this type of support from RHR, which has also been a consistent major sponsor of our annual meetings.

### **SPIM AND DIVISION 13 HONOR KILBURG AT APA**

On Friday evening, SPIM and the Society of Consulting Psychology (Division 13) joined in a reception honoring Dick Kilburg, winner of the Marian and Harry Levinson Award. The event was one in which SPIM members in attendance could take great pride, since both Harry Levinson and Dick Kilburg have been honored by SPIM with the Distinguished Psychologist in Management Award. Levinson, in fact, was the first recipient of the DPIM Award (1985), and Dick – who, incidentally was SPIM's first president in 1985, also received the DPIM Award in 2002. Harry was in attendance and offered comments following Dick's instructive and moving presentation, "Executive Coaching through the Lenses of Harry Levinson." It was a pleasure to share memories and perspectives on coaching at the reception in the Division 13 Suite with these two outstanding SPIM psychologists.

### **SPIM BOARD MEETS AT APA**

Meeting for the fourth time since the conclusion of the annual meeting in March in San Francisco, the SPIM Board of Directors, gathered in New Orleans – and on the telephone, in the case of the majority who were not attending APA – to consider a number of important business items. The group is making progress on developing policies and documenting a variety of business processes. Major initiatives for the current year include increasing membership and redesign of the website, in addition to our recurring goals of providing outstanding educational experiences and professional development for members.

## **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.**

## **SPIM BOARD RECOMMENDS “FELLOWS” CATEGORY OF MEMBERSHIP**

Acting on the report of SPIM Board Member John Langhorne, the SPIM Board of Directors has agreed to forward to the members for vote a proposal to create a “Fellow” category of membership, which would recognize senior (at least 10 years experience) psychologists who have made outstanding contributions “to the development of SPIM and/or to the development of management psychology.” This structure is similar to that of APA, which also has “Fellows” as well as regular members. The proposal will come to the membership in the form of a Bylaws change, most likely at the time of the ballot to elect new officers.

## **SPIM BOARD TO CONSIDER COMPANION FOUNDATION**

Members of the SPIM Board of Directors agreed, meeting during the APA Annual Convention, considered an outline for development of a charitable 501 ©3 foundation, which would be able to accept tax-exempt gifts for support of educational and public benefit purposes. SPIM has received several inquiries from individuals interested in making such gifts, but SPIM’s status as a professional organization does not permit such gifts to be made as charitable contributions. Because SPIM’s work often does involve activities that are purely educational and may benefit the public through the improvement of public institutions and organizations, such a foundation could be an important next step in our growth. Additional details will be made available to members and others as the plan evolves.

## **SPIM LAUNCHES REDESIGNED WEBSITE**

With the assistance of Pouneh Web Design of San Carlos, California, SPIM has launched a redesigned website. For a number of years, Al Hollenbeck provided outstanding service to SPIM, acting as web master for the site, which was hosted at the University of North Carolina. Although Al long ago told us that he needed to relinquish these responsibilities – for both personal and professional reasons that we can all understand – he continued to serve while we looked for alternatives. In the spring, the Board decided that we could no longer expect this work to be done by volunteers and authorized the contracting of a professional web designer. We have been pleased with Pouneh’s attention to our needs and to the offer of a discounted rate for non-profit organizations. Kudos to Al Hollenbeck for all his fine work over the years, and also for his advice as we began the design of this new site with Pouneh.

***Judith Albino  
President***

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## MEMBER NEWS AND HIGHLIGHTS

### **JUDITH ALBINO**

Judith has joined a group called Academy for Academic Leadership, where she is a Senior Consultant with a special focus on strategic planning and board development, as well as leadership coaching. The company provides a broad array of consulting services to the academic and non-profit communities.

### **STEVE MCELFRISH**

Steve will present later this year a series of classes on metrics and business analytics for managers who have responsibility for oversight or delivery of coaching, management development and other "soft-sided" employee programs. The programs will enable participants to bring an analytic and business-based "hard side" to their program proposals, planning and (where appropriate) delivery. He is very interested in any cases, commentary or anecdotes members may have concerning the business impact of "soft-sided" interventions regardless of outcome. If you have such cases or if you want to talk about applying this framework to your own work – you can contact Steve at

[SteveM@HRFutures.net](mailto:SteveM@HRFutures.net).

### **RAY FOWLER**

Ray was elected president-elect of International Association of Applied Psychology. Look at the September issue of the APA Monitor, p. 78. SPIM members interested in international psychology can find a listing of international meetings for the next several years at the website of the International Union of Psychological Science: <http://www.am.org/iupsys/>

### **ROGER COOPER**

The Gestalt Institute of Cleveland, where Roger took the Organization and Systems Development 18 month program, was featured in a 2004 edition of the OD Practitioner (Vol. 36, No. 4). It contains wonderful articles by many of his teachers.

### **LARRY RICHARD AND JOAN WAGNER ZINOBER**

Larry's team at Hildebrandt International is doing some pioneering work in competency modeling. Hildebrandt International is the largest and most successful specialty management consulting firm that exclusively serves the legal profession. The company covers virtually all management and leadership issues –strategy, structure, compensation, finance, marketing, cost control, mergers, planning, technology, and human resources. Larry heads up the Leadership & OD Practice. Larry and his team, along with Joan, are currently engaged in a one-year project to develop a competency model for effective leadership in large law firms, along with a teaching curriculum and a 360. This is the first project of its kind in the legal profession. Law firms have only recently begun to manage their organizations like businesses. Most have never gone through a competency modeling process, or even know what that phrase

means, so this is exciting for Hildebrandt.

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## UPCOMING REGIONAL MEETINGS

The first SPIM Regional Meeting will be held November 2, 2006 for SPIM members in the Washington, DC, Virginia and Maryland areas and invited guests. The Gallup Organization will host the meeting at their building in Washington, D.C. Dr. Richard Kilburg, Johns Hopkins University, will speak on the topic of "Wisdom and Leadership Competence." The two-hour meeting, tentatively scheduled for a 6:30 p.m. time slot, is being organized by Cathleen Civiello, Connie Rath, and Marlene Thorn. In addition to encouraging networking among SPIM members in the region, the organizers hope to reach out to other psychologists in the area who might be interested in joining SPIM.

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## RESOURCES FROM OUR MEMBERS

**The Ethical Practice of Psychology in Organizations** (2<sup>nd</sup> Edition) edited by **RODNEY LOWMAN**, jointly published by the American Psychological Association and SIOP. Description: Applications of the APA ethics to issues in consultation, management, and IO psychology.

**Executive Wisdom: Coaching and the Emergence of Virtuous Leaders** by **DICK KILBURG**, available through APA and Amazon. Description: It attempts to integrate classic views of wisdom with the best of contemporary psychological research while simultaneously providing case examples, exercises and methods that are hopefully useful to leaders and coaches alike in helping them to both think about and become more virtuous in their practices.

Chapters by **ARTHER M. FREEDMAN** ("Swimming upstream: The challenge of managerial promotions") and H. Skipton (Skip) Leonard ("When leadership development fails managers: Addressing the right gaps when developing leadership") in Robert B. Kaiser (ed.). (2006) Filling the Leadership Pipeline. Greensboro, NC: Center for Creative Leadership.

**The EQ Leader Program: How to launch and implement successful EQ consulting and coaching projects** by **DANA C. ACKLEY**, Ph.D. (2006), published by MHS in July, 2006. Description: This book is a 336 page manual for a model program to build the

emotional intelligence skills of leaders in organizations. It is based on the Emotional Quotient Inventory (EQ-i), the first, and so far, only measure of emotional intelligence to be favorably reviewed by Buros Mental Measurement Yearbook. The program has five steps: (1) a one day keynote seminar designed to win the interest and involvement of executives in their EQ development; (2) assessment/feedback processes that include a semi-structured interview, behavioral interview questions for each of the fifteen skills measured by the EQ-I, and detailed guidelines for the development of a personalized report that integrates E-I and interview findings; (3) a ten step developmental planning process that creates a concrete, executable plan for each participant with measurable goals; (4) review of goals with the participant's manager; and (5) executive coaching. The manual comes with a CD that holds key documents, such as the 60 page outline for the keynote seminar and menus of exercises for the development of each EQ skill. Those who purchase the manual purchase rights to download the documents, edit them to fit their own company or practice and to reproduce them. Thus, buyers can edit the keynote outline, PowerPoint and handouts to suit themselves. They can reproduce the menus of exercises for their clients and put their own letterhead on them. More details are available from Dana's website: [www.eqleader.net](http://www.eqleader.net).

**Agility–Fast Feedback Leadership** by **CYNTHIA SCOTT** for the Talent Solutions Practice of Lee Hecht Harrison. Description: It discusses the challenges of leading in a fast changing global environment. This research was presented at a session with the US Olympic Committee. Cynthia would be happy to send this to anyone who requests a copy ([Cynthia.Scott@lhh.com](mailto:Cynthia.Scott@lhh.com)). Also Cynthia is presenting **Reflect–Renew–Reengage**, a Discovery Retreat in San Francisco on December 8<sup>th</sup>. The sessions are focused on woman ages fifty or older who are navigating their second middle age. Featured will be Suzanne Braun Levine, the author of *Inventing the Rest of Our Lives: Women in Second Adulthood*. Cynthia continues to find her leadership role of developing a talent solutions practice inside a global organization to be challenging and invigorating.

**Leadership Lessons from West Point** by **COLONEL TOM KOLDITZ** is an edited volume from his department due to be published in mid-October. The project grew as a follow-on writing project from a successful nine article special issue of the journal *Leader to Leader*, also authored solely by his Department of Behavioral Sciences and Leadership. Publisher in both cases is John Wiley & Sons. That special issue just won the APEX Award in publishing in the Best New Magazine or Journal category.

**Individual Assessments in the Workplace: A Practical Guide for HR Professionals, Trainers and Managers** by **LEN GOODSTEIN**



and E.P. Prien. Published by Pfeiffer, 2006.

**Protocols for Networking** by **DAVID HOLMES**, written for the Princeton Area Chamber of Commerce. Description: "Networking, like any interpersonal relationship, requires that a person have a high "emotional quotient" to be successful." David provides a list of "Ten Commandments of Networking." If you are interested in hearing or reading more, contact David at davidlarsonholmes@MSN.com

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## Mark Your Calendars!

**Join Us in Washington, D.C. in 2007!**

**SPIM's Mid-Winter Conference**

**March 2-3, 2007**

**The tentative theme is "Facing the New Realities  
from a Psychological Perspective"**

**Four exciting Institutes:**

**Executive Wisdom by Dick Kilburg**

**Talent Management by Shirley Ross and Jim  
LaRocco**

**Coaching in a Multicultural Setting by Marlene Thorn  
and several psychologists from the D.C. international  
professional community**

**The Ethical Practice of Psychology in Organizations  
by Rodney Lowman and Dick Kilburg**

**Expect more information about this exciting  
conference in the next newsletter!**

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## **A Poem by our own published SPIM poet: Roger Cooper**

Leave my last years  
To me,  
Alone,  
In the places I remember,  
With the faces I recall.

My mind is now deluged with death;  
I see them sitting,  
I hear them walking up and down the creaking stair.

I trace the raveled fabric of their thin and disconnected lives,  
The only conceivable ending of forgotten copulations.

They went quietly,  
Without a word from me,  
Through the mirror wall  
That separates us now,  
And always will.

Sometimes I wonder if,  
Within the thunder blundering clouds  
Of late afternoons,  
Some part of them persists,  
There too,  
As more than memory.

What I miss the most  
Are those skived rinds of time  
When a word from me,  
Or them,  
Might have opened us,  
For an instant,





Into what,  
I'll never know.