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www.apa.org

American Psychological Association Website

www.spim.org

Society of Psychologists in Management Website

Contact Us

Mary Zahner

Newsletter Editor

mzahner3@earthlink.net

SPIM Conference 2009

February 4 - 6
San Diego, California
Conference Theme:

Excellence in Leadership: Psychologists and Managers working together

Dee Ramsel may have put it best in her opening remarks when she said this year's conference was a year of 'firsts.' This included the first joint conference with the Society of Consulting Psychologists, the first program with co-chairs from the two groups, the first conference website, the first use of the website for planning to collaborate between the two societies, the first online conference evaluation tool, and the first teleconference presentation (from India). It was also SPIM's 25th anniversary. Three hundred and ten people registered, and there were over fifty presentations. A heartfelt thanks to the twenty seven sponsors including:

Platinum: Leadership Worth Following
RHR International

Gold: Saville Consulting - WAVE
YSC – Releasing the power of people

Silver: CPP
Hay Group
Hogan Assessment Systems
Marshall Goldsmith School of Management at Alliant International University
Motorola
Organizational Development
TalentLens
Petekinser.com

Bronze: DRI Consulting
Fielding Graduate University
UMBC Vantage

In addition to the above named sponsors, the Foundation for Advancement of Psychology in Management was key in supporting the conference.

Mary Zahner

Newsletter Editor, mzahner3@earthlink.net

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

Note from the President

Dear SPIM members and friends:

I am very excited to write that after several years of anticipation, the first-ever joint conference with the Society of Consulting Psychologists (SCP) was successfully concluded on February 10. We celebrated our 25th anniversary with a special banquet on Thursday, enjoyed organized dine-arounds on Friday night and a special harbor cruise on Saturday night, and even had the opportunity to attend a beach-side worship service on Sunday morning. There were many other "firsts" in the conference, besides the fact of having our first joint conference. Let me highlight them for those of you unable to attend.

- *First video-conference presentation (from India)
- *First time raising sponsor amounts over \$20,000
- *First conference website
- *First use of LinkedIn social networking group to promote conference
- *First use of website to expedite collaborative planning
- *First online conference evaluation tool
- *First Past President's panel presentation on challenges facing SPIM during their tenure

Many SPIM members were involved in making this conference a success. The conference program committee consisted of Rick Day (speakers), Adam Jacobs (banquet), John Reed (sponsors), Dick Kilburg (auction), Robin Graff-Reed (program book), Charlie Fogelman (awards), Bob Lowman (past presidents), and Roxanne DuVivier (marketing). Please thank these committee members for their hard work in making the conference exciting and memorable. Cathleen Civiello and John Bruckman were extraordinary in sharing what had worked for them in the past two conferences. As Treasurer, Henk Ruck was (and still is) busy with the cash flow, while Edgar Johnson as Secretary answered many last-minute e-mail questions. It was a pleasure to have two wonderful co-chairs from the SCP side of the conference, John Fennig and Melanie Flanders. We truly could not have pulled off the conference without their generous and competent leadership. And, as usual, Lorraine Rieff and Associates were indispensable in ensuring a smooth and well-run conference.

We had 319 registrants total. Over two dozen people registered for the SCP conference and then joined us for the SPIM sessions on Thursday and Friday morning. About the same number registered for the SPIM conference, but stayed for the SCP sessions on Saturday and on Sunday morning.

Let me share some of the conference evaluation results with you. Results given are average ratings on a 1-5 scale, from poor (1) to excellent (5). Site location: 4.1, conference theme: 4.2, conference website: 4.0, registration process: 3.9, hotel accommodations: 4.1, dining opportunities: 3.2, meeting rooms: 4.0, networking opportunities: 4.4, pre-onsite communications/activities: 4.0, and overall conference rating: 4.2. These are excellent ratings for our first-time ever attempting a joint conference and I am very pleased with them. We had some excellent workshops, keynote speakers, and presentations. Some of those presentations are on the conference website

FYI:

SPIM has two directories of members. One is a printed directory distributed by Connie Schroyer

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

Please check your web address on the website to make sure we have the correct address. If you want to make a change, contact Connie Schroyer.

(www.excellenceinleadership2009.org), so please enjoy them. Finally, our conference will be "in the black" thanks to our very generous sponsors (particularly platinum sponsors LWF and RHR and gold sponsors YSC and Saville).

One of our major board decisions will be whether to have further joint conferences with SCP. When asked that question as part of the conference evaluation, 56% said yes, 10% said no, and 34% said maybe. Reviewing that same question as answered only by SPIM members resulted in 61% saying yes, 14.5% responding no, and 24% indicating maybe. If you have input on that decision, please call or e-mail any board member (see the current list of board members at www.spim.org). This is an important decision and we welcome input.

As part of our banquet, we thanked the following board members for their service: Judy Blanton, Marlene Thorn, and Connie Schroyer. We also thanked Edgar Johnson for service as Secretary, John Bruckman as Past President, Kathleen Boyum as chair of the CE Committee, and Connie Schroyer as Webmaster. Finally we had a special thank you and presentation for SPIM Founder Dick Kilburg. Our new board members include John Reed, Mary Zahner, and Michael Gelles. Connie Schroyer is our new Secretary, Gil Reyes our new CE Chair, and Wayne Baugham our new Webmaster. Please welcome them.

Lastly, Roger Cooper is our new President-Elect and he already has some wonderful ideas for the 2010 conference in Tampa February 18-21. Please mark your calendar and plan to attend!

Dee Ramsel, Ph.D, MBA
SPIM President
Dee.Ramsel@va.gov

Conference Institutes

More than fifty people signed up for the five pre-conference institutes, and approximately fifty people for the post-conference institutes. While I did not talk to people from every institute, I heard that the ethics institute included a high quality discussion and great opportunity to do an indepth case analysis with peers.

Wednesday night's Welcome Circle

This year approximately twenty-six people attended the Welcome Circle facilitated by Dick Kilburg. Besides returning SPIM members, there were a few SCP people in attendance as well as some new SPIM members. It was observed that the new people tended to be hesitant, but became engaged and were able to connect on a personal level. Also during the Welcome Circle, Dana received praise for his good efforts toward increasing membership.

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

Thursday's Proceedings

SPIM Presidential Address by Cathleen Civiello, Ph.D. Developing Senior Technical Leaders at the National Security Agency

The technical challenges of the agency influence what the NSA needs in leaders. The technical challenges in conducting their missions have never been greater. Those challenges include the pace of technology, technical experts choosing a management path, the need for true technical leadership as a separate function from managerial leadership, and the need to foster managerial/technical collaboration.

The NSA has a dual path structure that allows technical folks to make it to managerial levels while maintaining their technical expertise. Cathleen said "we expect people to get their hands dirty and apply skills."

In 1994, a Senior Technical Development Program was established with the goal of building NSA's technical leaders in their specialized disciplines. The program ranges from 1 to 3 years, and focuses on deep technical concentration and leadership development. There is significant mentoring in the program. Each participant has two mentors: one is technical and one is managerial. There is also a Senior Technical Review Panel of ten seniors who support each participant.

When in the program, most participants also receive some kind of academic training, although there can be a need for creativity in providing such training. All have some type of external assignments in order to broaden their perspectives. All in all, the program may be considered an immersion experience.

For participants, the program requires considerable commitment – it is their primary obligation, not a sabbatical. One of the challenges for this program is getting managers to give up their experts, even if only part-time. Despite the challenges, the program has created dividends. Cathleen said that she has regularly seen participants making incredible contributions.

Management is in the Cards. Presented by Stuart Zola, Ph.D. Director of Yerkes National Primate Research Center

Dr. Zola started out his presentation noting that often he finds more challenges managing the four hundred humans in his organization than the 4000 primates at the center. In his presentation he offered up metaphors for leadership by using a deck of cards. In a set of fifty-four cards, there are thousands of moves and tricks – all within limited resources. Given economic challenges, think inside the box: How can we do the best with what we have? Limited resources can catalyze creativity. Out of chaos emerges leaders.

In life and in cards:

- We need to play the cards we are dealt.
- We need to use the resources we have.
- We usually don't get more cards to play.

For both leadership and card tricks, make eye contact, believe in yourself, be a showman but be sincere, practice your 'outs,' know your context, know what you want the outcome to be, use your 'indicators.' Indicators inform you of the present and help predict the future. Four characteristics of good indicators: relevant, understandable, measurable, dependable.

There are certain qualities associated with wisdom that occur in leadership and when handling cards:

- A clear eyed view of nature.
- Emotional resiliency and the ability to cope in the face of adversity.
- An openness to other possibilities.
- Action is important, but so is judicious inaction.
- Emotion is central to wisdom, yet detachment is essential.

Magic is a metaphor for leadership. There is no school where you can get a degree in magic, just like there is no school where you can get a degree in leadership. You learn both from mentors.

The Entrepreneur's Crisis: A SPIM case study in the round.

Presented by John Langhorne, Ph.D. President of the Langhorne Associates, and Billie Blair, Ph.D., Leading and Learning

The purposes of this activity were to overview and discuss the conditions of a second stage entrepreneurial company. Starting a business and setting up a business are so different from building a business. John and Billie presented a complex case study where the group had to explore core issues and initial strategies on how to approach the issues of building the business.

Leading in Turbulent Times.

Presented by Carl Robinson, Ph.D. Managing partner of MICA Consulting Partners

The goals of this presentation included context setting (i.e., looking at leadership within the context of the global economic meltdown) and providing a framework for assessing where one's leaders are.

Today's new realities make it impossible to forecast – more of a survival mentality. Big questions for leaders include who to keep (and how they will react), how to deal with veterans who fail to retire as planned, and what to do with rising stars who are disillusioned.

In an upside down world,

- Organizations become increasingly irrational places.
- Leaders cast even longer shadows and probably won't understand the

- impact they are having.
- While there are no guarantees, a focused and aligned team still stands a better chance.

Your organization is losing it if there is:

- An increasingly disengaged workforce prone to learned helplessness.
- Rigidity and escalating commitment to failing courses of action.
- Unfair follower demands with weak leadership responses.

What do followers expect of leaders? Clarity and reassurance. Bad leaders go silent or engage in finger pointing.

There are four stances leaders generally take around big changes:

1. "Up for the challenge" – confident, willing to step up and lead/follow.
2. "On the fence" – unsure, wary, but generally cooperative.
3. "Against it" – cynical, resistant, passive aggressive, naysayer.
4. "Don't get it?!" – missing in action, dazed and confused, blissfully unaware.

Characteristics shared by great leaders:

- Very high standards for both self and others.
- Terrific Emotional Intelligence and a genuine passion for seeing people thrive.
- Core optimism – a belief in possibility.
- A solid grasp of what is needed.

All of the above are necessary, but not sufficient in today's context. Now leaders also need:

- Balance and poise.
- Terrific decision making with less information (faster and with an eye on both the present and the future).
- Strong peripheral vision (the ability to 'get on the balcony' and see the weak signals).
- Sensitivity to anxiety along with a definite sense of how to respond.
- Great tolerance for constructive dissent that invites alternative and lateral thinking.
- A real capacity for learning from adversity; ample experimentation with effective after action review.
- An ability to maintain a management game face under huge pressure while being even more transparent.
- High level collaboration X 3. This means the capacity to build value, produce mutually beneficial internal and external partnerships that support superior decision making and drive your business strategy.

Tips for psychologist consultants thriving in today's economy:

1. Take stock of your crucial value proposition – you have never been more relevant.
2. Step right into the mix. Be bold and engaged.
3. Ask the big questions, challenge conventional thinking.
4. Find your own confidant/sounding board/coach – someone to help you maintain balance.
5. If all else fails, keep things in perspective: this too will pass.

Friday's Proceedings

Leading Scientifically – Introducing the Cue-See Model for Evidence-based Leadership.

Presented by Matt Barney, Ph.D., Director of Leadership Development for Infosys

Why should we as managers care about enterprise risk management? Cases like Enron and Leeson who brought down Barings Bank in 1995 resulted in tighter accounting practices, but were they sufficient given Merrill Lynch, WaMu, etc.? There is a recognition of the importance and danger of intangibles, but there is limited skill in holistic risk diagnostics and in mitigating these types of risks.

The goals of this presentation:

- Gain a general understanding of enterprise risk.
- Learn an awareness of how leadership, culture and climate assessments play an important role in enterprise risk management.
- Gain knowledge of advanced and innovative methods for executives to detect and mitigate enterprise risk.

There are many forms of organizational risk, such as strategic and market risks, financial risks, operational risks (e.g., technology process, people), and natural risks. Leaders are one of the many forms of organizational risk.

The Cue-See Model provides a quantitative backbone to identify gaps in organizations. Design the organization to achieve goals and clearly 'see' value creation targets at all levels. There are four important factors: Quality, Cost, Quantity, Cycle Time. These four variables can be used across any organization to quantify successful performance.

Avant-Garde Talent Strategy: Moving Talent Management to the Forefront of Business Strategy.

Presented by Kathryn Meyer Gettleman, MA, Center for Creative Leadership

Talent in 2009 is impacted by supply and demand constraints (shortages), changing workforce demographics (diversity), multi-generational values and expectations, and the changing nature of work. In looking at your own talent management, ask: Where is your organization best in class? Where could your organization improve?

Eight areas highlighted:

1. Executive commitment and engagement: there are five broad strategies facing CEOs today: customer focus, risk, strategy, culture, and people/talent. Executives spend 14% of their time engaging in talent management activities

relative to other executive responsibilities. It is important that senior executives believe that talented employees are critical for organizational success, are directly involved in talent management work, and ensure that their organization has effective talent management practices in place.

2. Competency model development and deployment: Delineating the business and leadership competencies are needed to drive business results, and use the resulting competency models across all talent processes. Downturns place a company's talent strategies at risk. But by emphasizing talent in cost-cutting efforts, employers can intelligently strengthen the value proposition they offer current and potential employees and position themselves strongly for growth when economic conditions improve.
3. Talent assessment, development and succession planning: Identifying the capability, availability, lack of derailability, and the value of each person in accordance with current and future business needs is important. 2008 may be the quiet before the 'demographic storm' that some labor market analysts predict will lead to fairly severe talent shortages.
4. Screening and recruiting needed talent: Two thirds of organizations plan to focus their talent management efforts on retaining and engaging their workforce this year instead of making cutbacks.
5. Learn and Develop: This means creating opportunities for employees to enhance their capabilities and connections with others in the organization in order to improve job performance.
6. Total rewards: It is more important than ever for organizations to invest in their leadership during recessionary periods so that the business not only survives but emerges stronger than the competition. Professional knowledge will become obsolete more quickly than at any given time.
7. Knowledge Management: It is important to develop, make accessible, and encourage the use of the shared skills, knowledge, expertise and collective wisdom across the organization.

Lunch with Past Presidents' Panel: Robert Lowman, Ph.D., Ken Ball, Ph.D., Dick Kilburg, Ph.D., John Bruckman, Ph.D.

The secret of SPIM is the quality of the leadership and the voluntary efforts.

As great an idea that you have, to put it into effect, you need resources. This challenged SPIM in figuring out how we grow. How do we grow and attract new members while maintaining collegiality?

We have dealt with the schism amongst members: those who want more data oriented versus those who want more experience based activities. So how to put together the right mix? Be mindful of what everyone needs and maintain balance given many different backgrounds.

Some of the recent SPIM challenges include whether or not to do a joint conference with SCP and how to deal with the character of the organization in terms of aging. SPIM's character comes from being safe, small and inclusive.

Leveraging the Partnership among Executives, Managers, Consultants and Stakeholders: Two Case Studies in First-Time Strategic Planning.

Presented by Norman Anderson, Ph.D., CEO of American Psychological Association

Strategic planning is a disciplined effort to produce fundamental decisions and actions to shape an organization. It involves gathering information, exploring alternatives, and an emphasis on the future. The three big questions in strategic planning: What? How? Who will determine the what and how? Strategic planning, in theory, is seamless and linear, with everyone involved being happy. In reality, it is a messy, nonlinear, complex, unpredictable process that has many twists and turns. Some organizations benefit from it and some don't. Initiating strategic planning involves having a true big picture perspective of an organization. A consultant's role in strategic planning includes being facilitator, teacher/guide, diagnostician, coach, and strategist.

Pre-conditions for Executive Success; Theory and Capability.

Presented by John Hofmeister, Founder and CEO of Citizens for Affordable Energy and underneath

John provided stories about executive leadership. He built upon the premise that executive selection (i.e., knowing how to choose someone) is very important in an organization. If a leader cannot do well in choosing or de-choosing someone then he/she should not be an executive. Executive selection is important from a financial standpoint. Twenty first century leaders must understand the context of the times with the technical, political, and social realities.

Isolated comments heard during the Conference:

- When a SCP member was asked why he/she came to the SPIM Thursday program, the response was: "Convenience – I looked at the program and thought there were a couple of things I wanted to see. Having it in San Diego was good."
- A second year SPIM member answered the question of why he came back: "the emphasis on management and leadership – I feel like I have a home."
- A first timer said: "probably the most welcoming conference I've been to."

Call for SPIM Nominations

Nominations are open for SPIM leadership positions. We already have a full slate of potential candidates for the board but are looking for additional nominations for treasurer and president elect. In addition, the APA Ethics Office has also asked for input on how the APA Ethics Code could better address the work of psychologist managers. We're looking for a couple of SPIM members who are willing to read the current code and to provide/draft informal feedback and recommendations. Please contact Cathleen Civiello at clcphd1200@comcast.net or 443-869-3788 with any nominations. Please feel free to self-nominate. Those are the best kind of nominations!

News about SPIM members

Dr. Leslie Mayer had two articles published in recent months. The first article appeared in *Directors & Boards* magazine entitled "The Secret Sauce in Board Leadership." The second article, entitled "Chief Emotional Officer," was published in *Family Business* magazine. Dr. Mayer was also interviewed by *Bottom Line* newspaper for the article "Retreat No Option For Firm Leaders." Mayer Leadership Group specializes in coaching and advising CEOs and top executives in the human factors that make or break successful leadership.

An opportunity for SPIM members

The Marketing Manager for the Institute for Personality & Ability Testing, Inc. (IPAT), publishers of the 16PF Questionnaire as well as a number of other personality, behavioral, and ability assessments has presented a special discount opportunity for SPIM members. They are conducting a series of workshops that are designed to enable attendees to uncover the full potential of the 16PF Questionnaire when used in the following applications:

- . Executive Coaching
- . Leadership Development
- . Career Development
- . and a course for Advanced 16PF Interpretation

Each course earns 6 CE credit hours. IPAT is an approved provider of continuing education by the American Psychological Association, the National Board for Certified Counselors, the International Society for Performance Improvement, and the Human Resource Certification Institute. If interested, please contact Kathi Keyes, Marketing Manager of IPAT, Inc. mkk@ipat.com. Phone: 217-352-4739 or 800-225-4728