



## In this issue:

Note from the President

2010 SPIM Conference

2011 Conference

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Our 2010 SPIM conference in February has come and gone. For all of you who missed it, hopefully this newsletter will serve to provide you with a good sense of the proceedings. For those of you who attended, this will be a good reminder. In any event, as always it was good to connect again with friends.

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## Note from the President

When I look into my crystal ball to divine what is in store for SPIM in 2010, I can't see very far. The best I can do is catalogue the trends we are experiencing and express my hopes for the things we can work together on.

1. The Incoming Board adopted a revision of the Presenter Policy. This document is scheduled to be reviewed again in 2013.
2. I hope we can complete work on a Policy Manual and include recommendations made regarding CEUs, budget, review the By-Laws, Membership Committee, look at retiree registration fee policy, SPIM Journal, things that will assist the Secretary, criteria for sponsorships, and procedures for the Treasurer.
3. I want to develop an annual budget, detailing anticipated recurring expenses as well as summaries of Annual Conference expenses.
4. I expect that we will be sponsoring regional SPIM Conferences along the lines of those held in the D.C. area. Diane McKay has volunteered to arrange for regular regional meetings of the 14 SPIM members living in Florida. California is another area ripe for regional conferences.
5. Membership: How to grow, realizing the adverse demographics (an aging membership) and economics (recession)?
6. CEUs have been an essential drawing card for our Annual conference. How salient is it still with competition with Division 13, SIOP and the APA Independent Study Catalog?

*Roger*

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- Please consider holding a

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

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.

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## SPIM Annual Conference, 2010

The workshops were small but worthwhile. For example, one attendee for the Gestalt Approaches to Individual and Organizational Change mentioned that it was "just enough to get you interested."

On Thursday night the Kickoff Meeting (i.e., the "Circle") included 30 plus attendees. It was long, but worthwhile in providing social and emotional cohesion amongst members. There was much sharing of personal and professional events: kids, grandkids, illness, relevance. Dick Kilburg likened the circle to Brigadoon – where we meet once a year for a glorious time, then go back to our 'regular' lives.

### Friday, February 19

#### ***Presidential Address: Dee Ramsel*** **Training tomorrow's organizational development consultants.**

When Dee started a leadership development program she began from ground zero. She joined the Veteran's Administration's National Center for Organizational Development (NCOD) as Director of Training. NCOD provides organization development services for the Veterans Health Administration. Soon, as internal consultants, they will be serving all of Veterans Affairs. They integrate practice, training and research. All practice work is data-driven and customized. They have postdoctoral fellowships in organizational development/consulting. It is the only one of its kind in the country.

NCOD does workplace assessments of workgroups, divisions, and facilities using an action research framework including entry, contracting, assessment, integration, feedback, intervention, evaluation, and ongoing support. They engage in executive coaching and leadership development using an assessment center process and 360 degree feedback. In 2009 they had 230 ongoing coaching clients.

NCOD is in charge of an all-employee survey with 170,000 plus responses annually related to individual and work group job satisfaction and culture. They do a lot of change management support and training on civility, respect and engagement in the workplace.

Currently in Dee's area they are 9 postdoctoral fellows in OD/consulting (practitioner track and research track) and 5 graduate practicum students. Their research component consists of 2 staff, 1 postdoctoral fellow and 5 part-time practicum students.

Their training consists of supervision (weekly supervision with training director, ongoing supervision with staff psychologists on-site, group supervision focusing on problem situations, unique events, ethical issues, thorny dilemmas), didactic training (weekly 1.5 hour didactic, topics based

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

You might check out "Linked In" to connect with SPIM members – go to the Group section.

on core competency areas), on-the-job training (travel consists of 10 days per month to sites), and opportunity for participation in research. Their development model: the first six months consists of learning, second six months they start participating, third six months they are more involved, and finally doing some leading. Each has his/her own personal development plan every six months. This plan is reviewed periodically in individual supervision.

How NCOD selects participants: rolling admissions, cover letters, 4 hour in person interview, writing sample, case presentation (where they pretend like they are the consultants), Q & A session with current postdoctoral fellows, and reference checks. The number of applicants has been rising over the years. They are evaluated using such techniques as a mini-assessment evaluation tool, evaluation feedback at every on-site visit, and formal feedback every six months. They use a competency-based experience checklist to keep track of experience. So far thirty-five people have begun this postdoc program, with 19 having completed it. To Dee, the rewards of this job include watching the fellows develop, mentoring them, and then hiring some of them. The quality and number of applicants has increased. Plus, trainees keep you young and on your toes!

### **Elliot Jaques' Requisite Organization: Kathryn Cason**

This session focused on a new understanding of the nature of work and the capability to do work – and the maturation of that new capability. The social aspects of employment are critical to understanding Jaques work.

Requisite Organization is a total managerial system consisting of Organization Structure (Accountability and Authority, Vertical Layering, Cross-Functional Relationships), People at Work (Individual Capability, Talent Pool Development), and Organization Processes (Managerial Leadership Practices, Felt Fair Compensation).

Definition of a manager: An assigned 24 hour accountability for doing his/her best to use assigned financial, physical and human resources to get optimum short, mid and long term results from an assigned functional area. The manager is also accountable for the results of the work and the results of the working behavior of subordinates and maintaining a team of subordinates capable of doing the necessary work.

As individuals we can chose to be responsible, and can exercise judgment and discretion. Accountability is conferred by the role one holds.

In a broken system, it is important to help employees develop trust. Trustworthy managerial systems are possible – which guarantees a minimum of 30% increase in productivity and 80% employee satisfaction.

We have become a fire-fighting nation and we would rather fight fires than prevent them.

A role is a statement between working people vertically and horizontally. Roles are baskets of work. We have role descriptions that mean nothing and have no relationship to actual use of judgment people are expected to

use.

By throwing out personality terms (like passive aggressive) it makes a problem solvable. Using personality terms makes it an unsolvable problem. Kathryn Cason presented an organizational strata and mental processing chart depicting mental processing in terms of declarative, cumulative, serial, and parallel levels (highest level).

### **DPIM Award Luncheon: David Baker, Ph.D Archives: Preserving Corporate Memory**

History tells us fundamentally how we got to where we are. It provides the context. Dr. Baker showed a short video of Freud and pictures of old psychological documents. Advertising was an important part of this new field of psychology. Early grad students in psychology were doing work in advertising in the 1920s. He had great pictures!

### **Perspectives From Psychology and Space: Paul Eckert, Ph.D.**

Paul explored the value of coalitions in helping diverse stakeholder groups collaborate on achievement of a common goal. No matter how diverse a group of stakeholders may be, they can cooperate if they are able to agree on a shared objective. The objective must be important to each stakeholder but clearly impossible to accomplish individually. After citing various conceptual and historical issues important for coalition-building, Paul outlined his own experience in founding and coordinating the Space Investment Summit Coalition. The Coalition unites a wide variety of public and private sector stakeholders in a common effort to stimulate business innovation in the space industry. Achieving this goal involves organizing periodic events that provide the opportunity to inform seed and early-stage investors about space-related entrepreneurial business opportunities, while also helping entrepreneurs learn how to attract investors' financial support.

### **The Neuroscience of Effective Organizational Communication: Insights from Politics and Marketing: Drew Westen, Ph.D. Emory University (Author of The Political Brain)**

Drew started his presentation with a case study in political branding: The word '*liberal*' has been thoroughly branded in a negative way by Republicans (even though Jefferson and Washington used the word to describe themselves). The last person who called himself a liberal - and was elected - was LBJ. 'Liberal' has been associated/branded with 'elite, big government, tax and spend, cut and run, special interests.' Drew focused on the subtleties of language, using some current government issues.

How were Democrats so successful at losing for so long (and how are they pulling it off again)? They are up against the conservative catechism (belief in low taxes, small government, family values, strong defense, etc.). In contrast there is the conscience of a 'progressive' (health care reform maybe, cap and trade, etc.) - but what sticks? For Republicans there are memorable phrases like 'take down that wall,' 'save the flag,' etc. They

have been more successful with such phrases that stick.

Some examples of language problems or 'mistakes':

- 'Universal health care' – has associated links to government bureaucracy, sterile and surgical, big clinics, etc. Instead it would be more persuasive to start with "I believe in a family doctor for every family." Or "I believe that people who work for a living should be able to take their kids to a doctor."
- Another example: "The public option" suggests bureaucratic and inferior quality. Instead they should have said "I believe there is one plan the insurance companies should not take over."
- Do not refer to "the uninsured and the underinsured" because it splits into us vs. them.
- Don't offer a coherent narrative.
- Offer ideas that are confusing.

Three principles in creating and testing effective messages:

1. Know what emotions you're activating: Human behavior is motivated by emotion; if it's emotionally inert it's politically inert. Some of the greatest communication hits on Democrats are I: Dukakis on Kitty, II: Gore on Medicare, III: Jim Webb's response to the State of the Union in 2006 which activated a value of fairness. The point is to not "dumb down" messages. Increase emotional intelligence. Positive and negative emotions are not opposites.
2. Know what networks you are activating: E.g. Consider some associations to the word 'immigrants': better life, hard working, American dream, don't speak English, don't pay taxes, government benefits, opportunity, law breakers, nation of immigrants. There are a whole set of diverse associations. The associations would have been different for 'illegal immigrants.' The keys to effective messaging on immigration: What do you call them? Illegal aliens, illegal immigrants, and undocumented workers (this is a euphemism and is one of the worst ways to brand them). A standard liberal's reaction is to go to euphemism. Switch from 'allow' to 'require' because 'allow' sounds like we are going to let them have control versus 'require' says we keep control. People respond to a nuanced position if it appeals to their values, addresses their ambivalence, and appeals to their pragmatism (e.g., Guns? Good; Taxes? Bad: Government? Bad – simple and direct messages).
3. Know what's conscious and unconscious: The researcher-practitioner split is as large in advertising as in clinical and organizational psychology. There are limitations of traditional methods of assessing brand attributes and consumer response. Consumers are often unaware of why they respond as they do. Nisbett and Wilson: Telling more than we know. It's common practice in market research to ask

conscious questions about the unconscious.

Two ways to get around conscious cognitive filters: Use reaction time to measure unconscious associative networks. Use unconscious priming to measure 'gut reactions.' Gut level reactions do not go away easily.

Conclusions: Lessons from Obama's first year in office:

- Lessons that should have been learned the first week (Huffington Post, January 26, 2009) – tell the story of how we got in this mess or you'll own it; tell a coherent story about deficit spending or else you will get hit with deficit spending; you have to re-brand government because people don't trust it; never let attacks go unanswered; if you throw a bipartisan party and no one comes, don't throw another one

It is very important to have a compelling narrative.

## **Saturday, February 20**

### **Whither Academia: Ken Bradt, Ph.D.**

After WWII, there was a huge change in psychology with an awareness of the applicability of psychology to other areas. Very few psychologists were qualified to offer services to the public. There were some remarkable experiments: e.g., Doug Bray and AT&T, Bynum and Assessment Center technology, etc.

One of the unique aspects about Harry Levinson: Freudian concepts were his philosophical basis. He explored what motivates people beyond the ideas of using the carrot and the stick. Harry has had more articles published in HBR than any other psychologist.

Harry's goal is to make the invisible visible. He describes typical behavior of faculty and administration in functional and nonfunctional modes, with competing demands of administrators, faculty and students. The acquisition and use of power dominates. Curriculum is determined by political expediency without clear guidelines. Aggressive competition is a threat to collegiality and the interests of the institution as a whole.

Several case studies were presented.

The cherished value of academic freedom can be complicated by external influences and politics.

### **Organization Development in Veterans Health Administration: Sue Dyrenforth, Ph.D.**

The most important thing about the National Center for Organizational Development (NCOD) is that they are about employees coming to work with anticipation of personal growth, excitement, and the deep sense of accomplishment that results from being the very best. NCOD's purpose includes being change agents in one of the largest government agencies in

the country. They are data-driven, and work proactively to establish connects between key organizational drivers and evidence based outcomes. NCOD does interventions in VHA and VA organizations, program evaluations, instrument development, etc. NCOD rejects the expert model.

The basis of NCOD's work is building interpersonal relationships that embody trust and integrity. One of their rules is that no one works alone. They have developed a unique model which benefits from interdisciplinary input. They work only by invitation and all of their work is based on involvement of all employees throughout the organization. They work with individuals, work groups and teams. An example of what they do: In a few weeks the VHA is going to do their strategic planning retreat, which NCOD was involved in planning.

The All Employee Survey is probably the most powerful service they provide. Since 2004 they have had a 70% plus response rate on this voluntary survey. 11,600 workers are sent this survey. There are several components: Job Satisfaction Index, Culture Scale, Organizational Assessment Index.

In a desire to reduce survey fatigue, they are starting the Voice of the VA (VoVA) which will be administered quarterly and is a more structured and organized survey process to gather valuable feedback.

They have an initiative to do a Designated Learning Organization (DLO) Survey to provide actionable, facility level data to address transformational goals.

Some of their initiatives/current issues: organization interventions with ongoing, intensive consultative interventions, executive coaching, organizational health (e.g. CREW: Civility, Respect and Engagement in the Workplace). CREW, started in 2005, has over 753 work groups to date with a proposed roll-out in the private sector in New Orleans. They have embedded a measure of CREW's effectiveness in the All Employee Survey. It involves defining respectful relationships 'here' – not a playbook approach, but a focus on local relevance. Intensive support is provided with pre- and post-intervention data. The higher the civility scores the higher the job retention. And the cost of complaints paid out were lower. Civility directly affects how much sick leave people take.

NCOD has created their own individual leadership assessments: 180 degree, 360 degree, 360 Executive degree assessments, Executive Career Field Feedback and Critical Skills Assessment Center.

Three years ago they started a research arm, and are getting some publications through the pipeline. They are also building an unbelievable database with their 'laboratory' of 3000 people.

### **Success vs. Wisdom: Les Krieger, Ph.D.**

Les spoke of consulting engagements he has had. One example was with a challenging leader with very superior reasoning abilities. Les helped the leader realize he was different (because of his very high reasoning

abilities), and provided intentional relational awareness of how he was perceived by his stakeholders. Les spoke of psychologists' historical disdain for philosophy, applications of phenomenology and practice, and inevitability of phenomenological approach to coaching.

In regard to individualized report writing, most report writing can be objective but is like describing your beloved canine in specific terms related to their breed. The report writer can describe an individual in 'motion' (how he/she interacts with environment) rather than static.

Career Insight Analysis: Share the 'living' observations of candidates supported by assessment data. Use assessor's life as an assessment instrument.

Is wisdom a prerequisite for an assessor's success?

Shouldn't coaching be about 'expanding' people rather than 'shrinking' them? Good evaluation marries data with wisdom on the part of the assessor. The assessment piece is important but not sufficient for success: there are very few water walkers. Recognize the context in order to do a good assessment and then the context afterward to increase likelihood of success.

### **International Consulting: Organizational and Management issues: Ray Fowler, Ph.D.**

When coping with the unexpected there are four essentials in working internationally: Communication, Cultural Sensitivity, Flexibility, Resilience

*Communication:* Even though people in other countries may know English, still words may not translate well. Don't assume that what another person says to you means the same to both you and the other person. One simple rule is: listen. If not certain of what the other person is saying, ask.

*Cultural Sensitivity:* This is not political correctness but what is essential to getting along. E.g., In Switzerland, do not call the other person by their first name. Follow the lead of the other person. When you send an email, you may not get response for several days versus in 15 minutes. Formality holds forth in Europe, but not in Australia.

*Flexibility:* You have to roll with the punches and prepared to be as flexible as can be.

*Resilience:* When you make a mistake, bounce back.

Only 20% of the world's psychologists live in US.

There are two major world wide psychological organizations: IAAP (International Association of Applied Psychology) and International Union of Psychological Science. Every two years there is a world conference sponsored by one or the other organization. Neither organization has any staff.

Ray related stories about his various experiences related to psychology on an international basis.

Lessons learned about doing international work:

- Use what you have – and realize you have a lot.
- What you need: patience, flexibility, sensitivity, optimism, resilience.
- Murphy's Law.
- Fowler's Law – In international work, if anything goes wrong, everything will – but it will all work out in the end.

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## SPIM 2011 Conference!

**MEETING THEME FOR 2011 CONFERENCE:**

***PRACTICE MAKES PERFECT: Retreat & Renew in the Napa Valley***

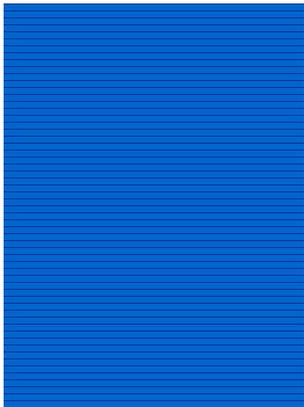
Put February 24 – 26, 2011 in your "must be there" calendars.

SPIM is meeting in the beautiful Napa Valley of California at the Meritage Resort Hotel at a splendid rate of \$129 for the room (\$15 Resort fee). The hotel is in Napa, proper, with easy shuttle access from the Oakland Airport. Session presenters at the Napa conference will be drawn from SPIM's membership. All presentations will be scheduled for one hour next year, thereby increasing the number of presenters and range of interesting topics. The 30-minute breaks will be continued so that SPIM members have ample time to interact.

In addition we will be spending Friday afternoon on-site at a winery where a full SPIM program will continue after we hear a presentation from the vineyard's manager on the challenges of managing the grape. Plans are currently being finalized for a Friday evening dinner in Wine Country. We'll also have the traditional SPIM dinner on Saturday night - and, announcing a new career in stand-up comedy for George Watts - we'll be enjoying both the annual dinner as well as George's after-dinner SPIM Roast.

Billie and John are completing final arrangements for an all SPIM member program. Some of the institute topics will be: an executive coaching half day session; an institute for emerging leaders; a tech session focused on social media networking, as well as ethics and many other sessions relevant to psychologists in management.

Program session topics range from: challenges of vineyard and winery management (experienced while in the midst of wine country); management learning and training in India; reflections on a career's lessons with Ken Ball; results from the Gallup Education Study research with Connie Rath; Journals of University Management with Lisa Tedesco and Judith Albino; AARP's striking research findings with Al Hollenbeck; as well as a look at management in the nuclear power industry - and, that's



just a preview - there are many, many more great sessions in the line-up!

An e-copy of the program will be available on the website this summer and registration will begin on October 1, 2010.

Come join your SPIM colleagues retreating and renewing in the beautiful Napa Valley.