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Yay! Spring is here!

In this issue I concentrate on reporting the proceedings of the 2011 Annual Conference in Napa Valley. There were 77 attendees at the conference, which took place in the wonderful Meritage Resort. For those who attended, while the weather outside was not the best, the 'weather' inside was cheery and enthusiastic. There were five well-attended institutes on Thursday and two on Sunday. SPIM is most grateful for the sponsors: Leadership Worth Following, PAR, UMBC, ABPP, ALLIANT International University, and Dr. George Watts & Associates. The sponsors were most appreciated for their help in making this conference so successful.

While this issue is jam-packed and long, I would like to draw your attention to the very end where I placed comments from first-time 'SPIMmers' about their reactions to taking part in this conference. Read these comments – they will make you feel good to be part of SPIM.

Lastly, a 'teaser' to get you thinking about the 2012 conference in Charleston, South Carolina (February 23 – 26th): "Refocus, Inspire, Innovate: Leadership as Science and Art." From Marlene Thorn, Ph.D.:

"The SPIM 2012 Conference will present research and practice that will assist us as leaders, and our organizations' leaders to Refocus, Inspire and Innovate. Session presenters are drawn from a broad range of highly regarded researchers and practitioners both those who are new to SPIM and seasoned SPIM members. The presenters will focus on critical research and real life applications to current issues, challenges, and opportunities facing leaders and their organizations."

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Note from the Presidents

SPIM2011 in Napa was a great success. People rated the program very highly and the Napa environment and Meritage Resort were lovely. Many noted the trip to the winery and the meetings there. Several SPIMsters brought their significant others and many of those attended the meetings. First time attendees were particularly gracious in their reviews.

Next year SPIM2012 will be in Charleston, another lovely spot. Check out

- 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

the Charleston web-site

<http://www.charlestoncvb.com/> and get the dates in your calendar.

Marlene Thorn, Program chair for 2012 has already assembled the core components of yet another fine SPIM conference. See you in Charleston! - and in Scottsdale in 2013.

Billie Blair & John Langhorne Co-Presidents

The Floor is Open for Nominations!

When I joined SPIM some 16 years ago, I was amazed at how well Annual Conference sites were chosen, how interesting and informative presentations were, and how well the organization appeared to be run. I accepted the open invitation to attend Board meetings that were held at the end of each Conference. I saw how business was transacted and decisions were made. I came to the conclusion that I was supernumerary.

I did not attend another Board meeting until I was chosen President-Elect. I was content that essential organizational functions were receiving adequate attention. I could rest, pay my dues and Conference fees, assured that the organization was in good hands and its future secure. I became part of an attentive audience, content to assume that others would do what is necessary to keep the organization going.

Left out of this evasive equation was the ongoing need for SPIM to continue to nominate and elect persons as Officers and Board Members whose commitment to the organization would guarantee its perpetuation. I did not realize that it was often difficult for Past-Presidents to find SPIM Members who would be willing to add responsibility for leading SPIM to their already full professional plates.

Talking to prior Past-Presidents, I've learned that it was not always easy to create a steady stream of candidates who nominated themselves or were nominated by others to serve as Officers and Board Members. This was especially true in the case of finding someone willing to make the three year commitment to serve as President-Elect (with responsibility to serve as program planner for the next Annual Conference) as President (to "...in general, supervise all of the business and affairs of the society.) and as Past-President (to chair the Nominating and DPIM Award Committees and supervise elections). For me, this has been a demanding but also rewarding three-year experience.

Later this year the Nominating Committee will be proposing a slate of candidates for Distinguished Psychologist In Management (DPIM), President-Elect, Secretary and two Board Members. **The floor is open for nominations!**

I have in hand three nominations for DPIM, none for President-Elect, one for Secretary and two for Board Membership. I am asking you to help us discover other nominees. Please do not nominate someone without

want to make a change, contact Connie Schroyer.

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.

checking with him/her first.

In the case of the DPIM, please be sure that if they were to be chosen, they will be attending the next Annual Conference in Charleston, SC. Please send me a paragraph describing why the person(s) you are nominating should be recognized as DPIM.

If you want to propose someone as candidate for Secretary, please check with them first and send me a paragraph describing why that person would make a good Secretary for SPIM. As far as nominating Board Members goes, the same rules apply, check with the person you are nominating.

Above all, please drop any false modesty about nominating yourself. If you would like to receive the DPIM Award, become Secretary, or serve as a Board Member, please send me a paragraph describing why you would be willing to serve in that capacity. There is Biblical warrant for doing so in Proverbs of Hezekiah 22:2: "He who tooteth not his own horn, verily I say unto you, it shall not be tooted."

Roger

Roger F. Cooper, Psy. D.

Past - President

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Foundation for the Advancement of Psychology in Management

At the recently completed meeting of the Society in NAPA, the Foundation reported that it had received its first significant gifts aimed at building a permanent endowment. Four separate funds have been created:

The Women's Endowment for SPIM

The Endowment for Public Service Management and Psychology

The Broskowski Fund

The Foundation General Endowment

The Board of the Foundation continues to be active in working with various members of the Society who have expressed an interest in becoming involved in creating a permanent future for the organization. If you would like to talk to a member of the Board about your ideas or make a donation, please contact Dick Kilburg at dickkilburg@comcast.net.

SPIM 2011 Conference!

Presentation by DPIM Award Recipient - Dale Thompson, Ph.D. (Founder and CEO of Leadership Worth Following)

"Good life, Good friends" is how Dale started his presentation, which was entitled: "Living Lives on a Mission: Lessons from the Founding of LWF." Dale's background included being a factory worker, failed musician, human resources executive, psychologist, consultant and business leader. He founded Leadership Worth Following in 2004. The six 'forces' that led to the founding of LWF were:

1. The crushing reality of being a failed musician – Psychology finding him. This included learning how to quit something that was important to him.
2. Co-founder of PDI's "Individual Coaching for Effectiveness" program.
3. Launching the Operating Office era at PDI.
4. Working with brilliant executives – some who failed spectacularly. What's your philosophy of forgiveness?
5. Becoming a "leader worth following" – and the end of one dream.
6. Leaving the field and reflecting on what was missing in contemporary models of leadership.

LWF was founded with ten principles, starting with one meta-mission of "Change the world," one meta-vision of "Do what we want & what we think is important", one meta-strategy of "Stay out of God's way," one meta-tactic of "Enjoy what we do & enjoy who we do it with," one meta-commitment of "Tithe the first 10% of gross revenue," one meta-business practice of "Never accept debt," one meta-hope of "Become premier," one meta-business process approach of "Build a CQI company," and one meta-goal of "Transition ownership to the team members." The LWF leadership model consists of the 3 Cs: Character, Capability and Commitment.

Part of the journey of LWF included the stories of key members of the team: Jane Hansen, Ph.D. (Co-Founder and Senior Vice President), Myranda Grahek, Ph.D. (General Manager and Senior Consultant), Vicki Thompson, MS., LPC (Co-Founder and Board Member), and Rodney Lowman, Ph.D. (Board Member). Rodney made a comment that even though Dale sees himself as a failed musician, he has created a successful 'symphony' with LWF.

One of Dale's goals with his team is for people to see the needs of others. Part of "Making it Personal" is giving each team member \$1000 during the holidays to better the lives of others in some way. Dale sees helping people to be a privilege.

By the way, the tenth principle is: Living lives on a mission is (really) hard, but (really) worth it!

Gallup Student Poll – 2010 Representative Findings by Shane Lopez, Ph.D. (Gallup Senior Scientist in Residence)

There are 100 million kids in school today, including 55 million kids in K through 12th grade. The Gallup Student Poll was an effort to learn what American school kids in K through 12th grade are thinking today, and to find ways to improve their time in school. Part of the reason for the poll was to get people more involved, especially principals and parents. This poll took place in 2009-2010 and surveyed nearly a million students to find out their daily experiences and aspirations for the future.

The Gallup Student Poll is a 20 item measure of three constructs:

- Hope = ideas and energy we have for the future. Hope relates to showing up, effort, productivity, health, toleration of pain twice as long, quicker healing, and longer lives.
- Engagement = Involvement in/enthusiasm for school.
- Well-being = How we think about and experience our lives. Well-being leads to successful academic outcomes. A happy kid leads to success.

They learned that students were confident about themselves, but not excited about their future. Fifty-three percent were Hopeful, 31% were Stuck, and 16% were Discouraged (they did not believe the future was hopeful or that they could make it better). Some of the findings around hope:

- 9 out of 10 children in America strongly believe that they will graduate from high school.
- 9.5 out of 10 children in America strongly agree that there is an adult in their lives who cares about his or her future.
- 4 out of 10 children in America strongly agree that they energetically pursue their goals.
- 4 out of 10 children in America strongly believe that they can find lots of ways around any problem.
- 5 out of 10 children in America are hopeful that they will find a good job when they graduate.

They also found that hopeful teachers produced hopeful kids. Hope does not relate to income.

In terms of engagement: Sixty-three percent of students were engaged, 23% were not engaged, and 14% were actively disengaged. Students have more commitment to and enthusiasm for their schools in comparison to their teachers. Some of the findings:

- 7 out of 10 children in America report they have a best friend at school.
- 6 out of 10 children in America say they feel very safe at school.
- 5 out of 10 children in America say teachers make schoolwork seem important.
- 4 out of 10 children in America strongly agree that they get to do what they do best everyday at school.
- 4 out of 10 children in America got praise and recognition in the last

seven days. Part of this is because the praise and recognition movement went too far (e.g., getting recognized just for showing up).

Engagement goes down from fifth grade to tenth grade – when the most students tend to drop out. At tenth grade, engagement plateaus. A big driver of student engagement is teacher engagement. Very important for engagement is a leader who creates enthusiasm.

Gallup Conceptualization of Youth Wellbeing: Wellbeing is the wild card in American education. Seventy percent of students rate their wellbeing high.

34% of American students are ready for the future, meaning they are hopeful, engaged and thriving. They accrue 20% more credits in freshmen year. They earn a GPA one letter grad higher, have fewer health concerns and get more rest.

Helpful websites: www.gallup.com (a nightly poll), www.gallupstudentpoll.com, www.strengths.org.

Front Seat on a Roller Coaster: One Psychologist/Manager's Experiences with Company Success and Failure by Ken Ball, Ph.D. (Consultant)

Ken provided the story of a business that had both success and failure. It was started by an entrepreneur, Alan, in the 1920's who filled all leadership roles. The company grew through depression and WWII. Alan eventually recognized that he did not want to manage, he wanted to sell. In the 1950's Alan met a consultant ('Doc') who concluded that issues in the company impacted the family and vice versa. Then Ken came on the scene. Alan died unexpectedly in 1954, and his son, Bill, became CEO. He had an entrepreneurial bent, but was not ready for the CEO role. For management stability, Bill invited Doc to come on full-time. Bill started on an expansion kick and started buying up companies. Ken was asked to go to Los Angeles to become General Manager in 1959 after the former GM died. Ken learned sales, marketing and finance on his own. While Bill was building the company, another consultant suggested Bill needed an experienced VP of Manufacturing (Harold). Conflict ensued and things started to destabilize. Ken returned to St. Louis – and ended up reporting to Bill, Doc and Harold. The banks became nervous about rising debt structure of the company. The family was stirring, morale in the company was impacted, and Ken was doing a balancing act.

Bill bought another company and relocated it. The banks suggested they needed a CFO, and they hired Carl ("you ought to be happy you got me"). Harold trying to work his way into becoming Executive VP. Carl had the same aspirations so it ended up that the two of them were in open conflict. Harold left. Rich came in as VP of Operations. He was good, and did not feel the need for power plays. He liked to lead by consensus. Carl said there would be a significant financial loss – and was asked to leave by Bill. Again, the banks were getting nervous. Stan comes in as CFO, in his blue striped suit and with his Harvard MBA. Stan decided on a turnaround

strategy and introduced new concepts. The big disconnect about Stan was that he could not reach people emotionally. He was not effective with the sales people or customers.

At a company stockholder meeting in 1960's the family voted out one of the board members, putting in another family member. Bill wanted to buy out the family and start a small new company with new products where he would run sales. Ken would run manufacturing, operations and HR. Rich would run much of the rest. They defined parameters of company with no walls, and managers/supervisors who were good at developing employees.

In this new beginning, they looked at their values. Bill got married, and focused a lot on music and art – which became a significant part of the culture. They established real open-book management with weekly and monthly meetings. Ken believes it is nonsense when people talk about too many meetings. This is bad only when the meetings are poor. Ken wanted everyone's vision for the company out in the open.

The first year they had nothing but success and growth. In early 1974 there was a snag but no one was laid off because you do not let skilled laborers go. So they had workers painting walls and houses in the inner city. They felt good about themselves and the company. A new product was developed but Bill decided he liked his art and music – and wanted out. Ken became president. They had 13 years of success until product change and recession (1980). Everything stopped, and people had to be laid off. In August, 1982, all of a sudden orders started flooding in. Bill wanted to sell the company – which they did after a seven year boom. Indeed this was a roller coaster story.

Presidential Address by Roger Cooper, PsyD.

Roger was trained as a Lutheran pastor, which greatly influenced his life. He is a published poet who writes political and scientific poetry. He has a deep and abiding passion for SPIM, having been a member since 1995.

Roger's presentation was on "SPIM and Ideology." He sought to share with us some characteristics of individual ideology and how SPIM, as an organization, has an ideology. From Drew Westen: "Ideologies are compelling narratives that make sense of everything." He saw ideologies as hierarchical: Highest level includes principles; Mid-level includes moral values and religious sentiments; Lowest level includes specific attitude to specific problems. Dilemmas cannot be avoided. Ideologies are latent, not dormant.

Clues about SPIM's ideology can be found in the by-laws, such as providing professional development activities, information dissemination and exchange.

Ideologies exist in different systems: Closed, Random, Open and Synchronous systems.

- Closed system is appropriate in crisis situations.
- Random system is chaotic.

- Open system values interdependence with success dependent on communication skills.
- Synchronous system presents unified front but no way to challenge the system from the inside and there is pressure to conform.

Corporate Lifecycles (by Ichak Adizes) noted there are stages of courtship, infancy, go-go (chaos), adolescence (still developing but more established), prime (at its fittest and healthiest), stability (in danger of losing leading edge), aristocracy (strong but slow to adapt), recrimination (filled with doubts and problems that don't get resolved), bureaucracy, death (closure, sell-off).

The NIH-AARP Diet and Health Study by Al Hollenbeck, Ph.D. (Senior Research Advisor, AARP Research & Strategic Analysis)

Four themes that have impacted AI: Life, Cults, Work, Science.

AI can track his descendents way back to 1080 (but apparently not as far back as Dick Kilberg can!). His slides included the place where he was conceived in 1947 at Salmon Lake in California. He was born in a California cult ('Mankind United'). A cult is usually utopian, having its vision of an ideal society. In some ways, SPIM can be considered a cult.

Cancer has gone past heart disease to be number one killer in U.S. AI recommended the book: "Emperor of All Maladies: A Biography of Cancer" by Siddhartha Mukherjee. It is a great history of cancer and cancer treatments. As one ages, the risk of cancer increases. As countries become more westernized, the cancer rates go up. Nutrition is probably responsible for about 30% of all cancers. A 2007 study by American Institute of Cancer Research recommends avoid obesity, increase physical activity, and don't drink too much.

NIH-AARP Diet and Health Study: 130 publications from the study. This was a longitudinal study where half a million healthy participants provided information on diet and other lifestyle characteristics. This was the largest epidemial study of this type. But one problem is that this was all self-report data, so uncertainties in regard to portion size of food.

The Lawyer Personality by Larry Richard, Ph.D. (Vice President of Hildebrandt Baker Robbins)

Larry grew up in a family of lawyers (14). He has been gathering data on lawyers since 1981. Starting out as a lawyer, he eventually shut down his law practice and got through graduate school in psychology based on his career center work. One of his studies was using the Myers-Briggs with 3000 lawyers. Looking at the distribution of type, the lawyer population was very different from the general population but similar to each other (e.g., 56% were Introverts). He became curious about other characteristics in lawyers.

The qualities that made lawyers good were very different from other qualities related to emotional intelligence and emotional dexterity. On Hogan, they scored lowest on Interpersonal Sensitivity. Larry has used 16PF and Caliper over the years. Less than 1/2 of 1% of law firms use assessment for selection. Law firms typically do not use criteria for leadership when moving people up.

Larry studied what a successful lawyer looks like based on Hogan. Criteria for successful lawyer: billable hours. He studied four international law firms based in US and Canada, with an average size of 754. His sample group consisted of 1500 lawyers (35% women, 32% Equity partners, 45% Associates, 28% Litigation, 28% Corporate).

Results: Lowest score was in Interpersonal Sensitivity (39%) and highest score was Learning Approach (69%). The number one trait amongst lawyers (using any measure) is consistently cognitive.

What is it about low interpersonal sensitivity that is functional for lawyers? Being able to be tough, blunt and to the point is what is called for when giving tough advice. You don't want to be emotional in the practice of law. In the law, logic trumps emotion. But a lot of things lawyers are called upon today where more emotional sensitivity is required.

On Hogan, the lawyers were also relatively low on Adjustment, which means more emotional and thin-skinned. They fight for a living, but are conflict adverse. They argue about intellectual things.

On Hogan Derailers, lawyers hit high on ways to avoid conflict – basically five avoidance strategies under pressure.

On Hogan Values, lawyers are high on aesthetics (correlates well with people who strongly endorse quality) and hedonism (most of these high scores came from associates).

On Caliper's 18 traits, lawyers scored significantly higher on Skepticism, Abstract Reasoning, Autonomy and Urgency (not a great trait for leaders who need to build buy-in), while significantly lower on Resilience and Sociability.

Going Global with I-O Psychology by Shreya Sarkar-Barney, Ph.D. (President and Founder, Human Capital Growth) and Matt Barney, Ph.D. (Vice President at Infosys Leadership Institute)

Context of Psychology-Management in India: Shreya grew up in India and in her lifetime, this is the best time to be in India because of unprecedented growth. By 2025, India will have the largest population in the world. There is growing consumer affluence and a large young English-speaking workforce (although Indian-English is different from American English). Indians are big into saving – cash and no debt. As a culture, there is a great focus on education: pro-science, pro-testing, pro-education. But in spite of high education, many are not employable. There

is a growing number of Indian-based multinationals. India has historically been a socialist country.

India has challenges. These include the extreme poverty, 60% illiteracy, and corruption (which makes it hard to do business in India).

India and the Indian Economy – Why care? Well, the projections are in 2020, 3 out of every 10 new workers will be Indian. Indian Multinationals are continuing to grow relative to US. And, as a market, India is a continuing destination point for businesses.

It is important to understand the cultural differences that have an impact on business. Many paradoxes, such as pro science but very religious. Increasingly young people are liberated while they may also be highly traditional in other areas. There is enlightenment and self-imprisonment. There is great sophistication (silks, spices, food) but also many defects in quality.

The values in the Indian culture that predict behavior: Fatalism (believing that future cannot be changed), paternalism (often managers do not want outsiders to talk to their direct reports), focus on multitasking (i.e., polychromic orientation), high context communication (i.e., never really know if someone is saying 'no' – people use more than words to communicate), ritualistic, sermonizing (senior members love to tell you how you should live your life), embracing complexity (the opposite of 'keep it simple'), and highly adaptable (most things don't work more than 50% of time).

Major things to learn from India: resilience (make do with what is available), adaptability, pluralism (India is more like Europe – food and language change), innovation at the bottom of the pyramid, large scale, and cost effective (doing a lot at low cost).

Things to teach India: Skills (managerial, quality, project management, services, basic work skills), simplicity and efficiency in processes, and high end innovation.

There are opportunities outside India with Indian multinationals doing business globally. There are opportunities for psychologists working for Indian multinationals. Indians are pro-science, pro-testing, love certifications, and value Ph.D.s. It is a strong negotiation culture.

There are opportunities inside India. In terms of 'treasures,' most companies operate on cash with no debt. There is high regard for western skills and widespread acknowledgement that there is a need for improvement. In terms of challenges, there is corruption everywhere, the infrastructure does not always work (power, water), price sensitivity (many parts of the country are very poor), the huge scale of the country, and many local competitors with cultural savvy.

What to Expect? The advantages of hiring an Indian is that he/she often has a passion for details, intelligent, high tolerance for complexity, enthusiasm and excitement about the future, and ability to surmount

challenges. At the same time, there are many challenges, including great variability in skills, lack of impulse control, those that claim to be gurus, and 'wild west' – there is no law in India so lots of snake oil.

If you work in India, would need to adapt with: high context communication (focus on building trust initially, more face to face), collectivism (team vs. individual intervention), power distance (work through the hierarchy, conscious of class difference), and polychronicity (multi-tasking, such as talking on 3 different phone lines at once).

Coaching non-Indians to work in India as a global leader: openness to experience, interpersonal sensitivity, extraversion to build relationships, teaching orientation, high tolerance for mistakes, and relationship orientation.

Design or Accident? Creating a New Generation of Psychologists in Management by Beth Mitchell, Ph.D. (Director of Mental Health at Health Sciences Centre)

The context of where Beth works: Health care in Canada is a universal right (people are proud of this), with publicly funded services. This is not national healthcare, but regional planning and funding with complex organizational systems. There are political and economic pressures, with an emphasis on quality and safety. Canada ranks in top 5 in terms of quality health care – at lower costs. They are now in period of transformational change.

Key management competencies in the health care system include operational management skills; understanding of strategic alignment; system design, planning, and organization; quality improvement orientation; policy development and implementation; and accountability. In terms of process, there is a need for influential leadership, innovative approaches, ability to integrate and collaborate, focus on patients and families, and skills in engaging workforce.

Psychology's potential contributions to health care management include focus on patient/family centered approaches, systems approach/alignment of goals and activities, organizational skills supporting performance improvement, ability to build conceptual models, and emphasis on evidence-based outcomes and accountability. In terms of process, psychologists can bring critical thinking skills, ethical principles and standards, learning/motivation strategies, leadership/engagement skills, skills to promote collaboration, and understanding of culture.

Yet, there is an absence of psychology in Canadian Health Care Management due to a reduction in hospital-based employment, 'stigma' of management (can't be as rewarding to manage as to be psychologist), college standards of practice, financial disincentives, and lack of preparation/encouragement.

Beth's colleague surveyed a number of psychology students about their interest in management and which management competencies interest

them (i.e., influence policy). 'Fit with psychological principles' is the main factor that is likely to spark interest in management/leadership. Work experience and program evaluation courses were noted as the most common training students have had in management/leadership.

At the end of the session, the audience was asked the following questions:

- How do you prepare for the role in which you now work?
- How could the preparation been improved?
- How can more interest in management be generated?
- What role might SPIM play in these activities?

Perfect Practice Makes Perfect: But then, What is Perfect? On Becoming an Accomplished Quitter by David Brandt, Ph.D. (Consultant and Corporate Psychologist, retired)

When first asked to speak at this conference by John and Billie – and told the topic was 'Practice makes Perfect' – David's reaction was "crap – I don't even believe this." But, he has made several transitions in his life – and realized this was 'quitting.' Needless to say, David's session was hilarious – and relevant.

We live in a Throw Away "Quit" Society with so much disposable (even people). We quit things easily: relationships, employees, organizations.

Quitter's Matrix: In any situation you can make a decision to stay or go – for either good (healthy, moving toward something, etc.) or bad reasons (unhealthy, moving away from something, etc.).

David went through his "Quitter's Journey." Sometimes he stayed in places for the wrong reasons (such as graduate school where he was one of 3 students who finished out of the original 33 who entered graduate school). He left Mesa Public Schools (i.e., quit) for good reasons – i.e., to join Crosby & Associates. Then he left Crosby (i.e., quit) for good reasons – i.e., to get business experience at Hughes Aircraft. He continued to progress through the ups and downs of his career all the way to today in 2011. This included a comparison of cultures of two companies, where one was bought out by the other. David left some places based on principles because he learned to not make decisions based on money alone. He has been out of work, unemployed, etc for the last three years. He is now at a point where he feels he needs to do something, and is interested in brand identity. He has 'unquit' the 'quitting' part of his retirement.

Nuclear Power: Improving Plant Performance and Cultural Transformation by Rick Day, Ph.D. (President of JRD Associates) and Dwight Mims (Senior Vice President at Palo Verde Nuclear Generating Station)

Background: 1.6 billion people in the world live without electricity. 104

nuclear reactors in US. Right now the bulk of new nuclear reactors being built are in China and India. Great improvement in nuclear capacity over the years. The current mix of US power generation consists of 44% from coal, 23% from natural gas, and 20% from nuclear.

Palo Verde Nuclear Generating Station is a powerful alliance and the largest power generator in the US. There are unique aspects of nuclear key to understanding the culture and behaviors. These includes nuclear fuel and technology (hostages of each other), safety culture, self critical and transparent, fishbowl environment, self-regulating body supported by industry, and NRC regulation. Events at Palo Verde would cause basic changes throughout the world's nuclear power industry. They are competitive.

In 2007, Palo Verde was in the bottom of several ratings, with organizational silos, attrition in key areas, etc. – “pretty much messed up at that point.” Since that time there has been cultural change and significant performance improvement. The key aspects of that change include charismatic and trusted leader, safety is a top priority, alignment, communications, corrective action program emphasis, cause of performance decline, recovery/action plan, monitoring and metrics, leadership and accountability, people, plant equipment, and knowledge/training. The current leader connects readily to people and has no difficulty expressing himself. He has confidence and vision. The plant now has an “excellence in operational focus” where the culture is aligned to common goals and priorities that result in a plant in excellent material condition to support safe and reliable operations. They say people are their most important assets, and they try to act that way. They have raised hiring standards, improved new employee orientation, and generally instituted a number of efforts to develop and retain their employees.

A Closer Look at Character in Leadership by Myranda Grahek, Ph.D. (Senior Consultant with Leadership Worth Following), John Reed, Ph.D. (Executive Consultant with Leadership Worth Following), and A. Dale Thompson, Ph.D. (Founder and CEO of Leadership Worth Following)

LWF did a study recently published in the Consulting Psychology Journal (“The Character to Lead: A Closer Look at Character in Leadership”). Worthy Leadership is the capacity and commitment and character to lead. Traditional models were accurately identifying many successful executives, but they overlooked key factors which were contributing to failure.

Capacity = can do

Commitment = wants to do

Character = will do

Character in leadership needs to be operationally defined so clients could understand it using ratable behaviors. The Character to Lead is a multi-dimensional construct with one overarching construct, three meaningful factors, and nine distinctive dimensions:

- Personal Integrity and Ethics (doing what you say or letting people know why things have changed): Personal integrity, ethics, openness
- Organizational Integrity and Courage (ensuring the organization does what it says it will do): Organizational Integrity, courage, power
- Humility, Gratitude and Forgiveness (the handling of self in a non ego-centric, positive, and offense-resistant manner): Humility, Gratitude, Forgiveness

LWF did a study using self-report and other ratings on leadership. It has been interesting to study failed leaders, and there is a possibility that catastrophic failure may be mainly because of lack of character.

A client case was presented about ABC Consulting & Associates regarding a dysfunctional team of partners. The partners wanted to continue growing the company to ready it for sale but their conflict jeopardized this goal. The situation was discussed in terms of character.

The Culture Strategy Wars by Judith Albino, Ph.D. (President Emerita, Professor, and Interim Dean from University of Colorado), Peter Cohen, Ph.D. (Professor and Dean from Wichita State University), Robert J. Lee, Ph.D. (Director of iCoachNewYork), Rodney Lowman, Ph.D. (Distinguished Professor from California School of Professional Psychology and alliant International University), and George Watts, Ph.D. (Managing Partner, Dr. George Watts and Associates)

Culture eats strategy – especially in higher education. But why are the issues of culture such drivers in higher education? The influential issues consist of:

- *Shared governance* is influential. Most especially the faculty have opportunities and responsibilities to share in decision making on a whole range of issues.
- There is the concept and reality of *tenure*, which is being eroded, but is still much a part of higher education.
- There is also silo thinking – we do not do a good job of working across disciplines. There is thinking and working within respective *silos (allegiance to the discipline)*. Faculty will say they do not identify with the university but with their particular discipline. In a corporate entity, this would be unthinkable (i.e., my allegiance is not to this company but to engineers in other companies).
- There is a *sense of entitlement* that comes out of the belief that what we do is extremely important, i.e., teaching future minds. We are entitled to everything we have and more.

Main product of higher education is knowledge. The work with knowledge

is carried out primarily by the faculty. Ask a faculty member, 'who is your boss?' and they may struggle answering. Thousands of faculty members, who generally do a good job, often don't see themselves as reporting to anyone. They set the rules themselves. There is a loose structure of reporting supervision.

On the panel, there were two leaders in higher education to present dilemmas and two corporate consultants to provide some initial thoughts on how to work with the dilemmas presented.

The first dilemma related to a current reality and the provost's "reshaping mandate" to reduce, reshape and rebuild. There was an aspiration to create a culture of leadership in the college (leadership is an activity, not position or authority). Anyone has the opportunity to exercise leadership at any time in any situation. Leadership as "mobilizing others to make progress on difficult issues". In this particular higher education institution there was a need to breakdown silos and work collaboratively. Two questions: What would be the tipping point for culture shift in the college look like? How can progress be made toward that tipping point over the next year?

Responses from corporate consultants:

- The staff does not buy into this reshaping process. You have to find top ten or twenty people who buy into the strategy, have the charisma and authority to carry this out – then pull them together to make them an in-group. Your first mistake is thinking you are going to do it all by yourself. Since the institution has done well in recession, that is good. This is something positive to build upon.
- Thinking of Kotter's steps to change, there does not appear to be a burning platform or a team to pull this together. Don't know how to get support in the college to take risks or experimental attitude (like getting turkeys to vote for Thanksgiving).
- Notion of finding a core group is good, but what is the incentive?
- Other ideas: Give up on the idea of changing culture because not going to happen. Get as much money out of the system to get to next Dean to maybe make some changes. Utilize some key event and focus on sense of urgency. Identify incentives in terms of "what's in it for me?" so the faculty don't shut down. Lack of clarity of purpose now – so purpose needs to be more carefully defined behaviorally. What are the consequences of doing nothing? Be clear about what those consequences are.

The second dilemma related to growing enrollments in an enrollment challenged institution. Current trends in higher education include decline of 'traditional age' students (fewer male students), rise in US Regional Accreditation expectations, rise in competition from for-profits, and increased competition from 'developing' countries. For the particular institution being studied: enrollments shrinking, finances in dire straits, etc. The challenges were: smallest of supported institutions in the state, poor reputation with state legislature, large deficits, declining enrollments, "Can't do" attitude, isolated, limited grant and scholarship activity, losing market share to more aggressive rivals, no strategic plan, no marketing plan, unionized, limited staff support, and almost no diversity other than

Native American. There were also leadership issues such as history of failed presidencies, anger by board given no confidence vote in them by faculty, previous president had delegated everything to provost, non-replacement of cut senior lines, failed leaders promoted, 'hunker down' mentality, and high tolerance of mediocrity and worse.

Responses from corporate consultants:

- There was a really good sense of urgency in this dilemma. Change the people through recruiting, coaching, team building, etc. The increase in enrollment would be a short term win.
- To increase enrollment, hire brand new graduates to recruit and visit guidance counselors, etc.
- Watch out for lowered admission standards or inflated grades that might come along with increased enrollment.
- George Watts: "I wouldn't touch this situation with a ten-foot pole."

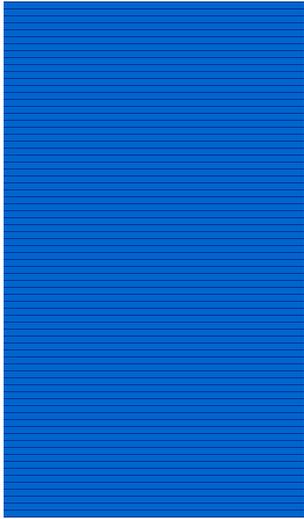
Various comments from first times about the conference

From first timers:

- I much enjoyed my first SPIM conference. The talks were thought-provoking and educational, as were the private, one-on-one conversations. The members made me feel welcome. I am looking forward to Charleston.
- As a first-time attendee, it was nice to have others welcome me and to invite me into the various conversations. I go for the networking as well as the sessions, as I'm sure many do. It's also refreshing to have fewer academic and technical presentations than some conferences since I'm long past grad school. I encourage new members to join the Friday dinners because it's a more relaxed way to get to know the other members. Overall, I found SPIM to be an open, interesting bunch. The conference size makes getting involved easier compared even to Division 13 with 200-some participants.
- As a first time attendee, I felt very welcomed. When people noticed the first time attendee ribbon on my badge, they were very interesting in welcoming me and getting to know me. I really enjoyed this aspect of the conference. As a younger SPIM attendee, it was really very interesting to be exposed to the various areas in which SPIMers are working. This might be a good way to attract younger professionals. Although I am in the field, I hadn't broadened my thinking to the many areas in which I can work. It would be really good to invite graduate students to the conference to afford them the same exposure. After leaving the conference I felt a lot less limited in my career options. One thing about the SPIM conference that was very different for me was the theme. On one hand, it was quite

difficult for me to see how the sessions were organized around a central theme. On the other hand, it was refreshing not to hear 15 talks about the same general concept. In the future, it might be beneficial to use the conference agenda/brochure to highlight the main points of the sessions, but also to more clearly link them to the conference's theme.

- Loved it, felt welcome, people so friendly. I look forward to be back.
- Good way to learn lots of abilities – opened my eyes.
- Very well done and people pretty well prepared but presentations were too long – needed more breaks.
- The presentations were thought-provoking and the setting was fantastic! I especially liked getting exposed to the wide range of things that psychologists can do in the management field. There was a good variety of specific data-driven presentations of studies and narrative retrospective looks back at entire programs or even careers of work in this field. I'll definitely consider attending again and recommending SPIM to others.
- I really enjoyed the conference as a "first timer." It's a Very dynamic group And a Main reason I registered is that it is tailored to psychologists in leadership And management positions. So important to have a Venue and peer group For those of us on this path, especially if we transitioned Out of more traditional Roles. Look Forward to next year!
- Thanks to all the SPIM members who made us feel welcome particularly our mentor George Schofield, Tom Muha, who did an excellent job at the preconference institute, Dick Kilburg, who made us all feel comfortable participating in the welcome circle and Roger Cooper who chatted with me at breakfast. Presenters seemed to welcome challenging questions and were happy to talk about their ideas throughout the weekend. We enjoyed our time in Napa, particularly hearing the life work of those who spend their time differently than I do. And the wine and the available massages didn't hurt either. I think the dine-around option is an excellent experience for first time attendees. Thanks again.
- I very much enjoyed attending SPIM for the first time. I met a lot of interesting people with unique life stories and I enjoyed the mix of humour, learning and genuine reflection that occurred during the presentations. I really enjoyed the afternoon in the winery - it was a unique experience and is one that I will probably always remember. Normally when I attend conferences, it can be difficult to have genuinely thoughtful interactions with others, so it was refreshing to meet people who took a genuine interest in me and had the social skills to make the interaction pleasant and enjoyable. For example, at some conferences I've been too, people have been more awkward and/ or hyper-focused on networking or advancing



their agenda. I also had a chance to see people who really care about each other, their careers, and advancing the profession.

I would say that my experience fit well with the theme of the conference as it renewed my faith in the profession and the career path I have chose. I think that the members of SPIM share a lot of collective wisdom in combination with a genuine interest in people and helping others; it is an organization that younger professionals would really benefit from being exposed to.

One final outcome from our conference is that George Watts has gained a greater appreciation for red wine.