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[www.apa.org](http://www.apa.org)

American Psychological Association Website

[www.spim.org](http://www.spim.org)

Society of Psychologists in Management Website

Contact Us

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To SPIM members:

I hope everyone is having a relaxing summer! In this issue our president, Cathleen Civiello, has provided much information about activities at APA of interest to our membership, an opportunity to be part of Disaster Response Team, and some of the survey results. There is information from Skipton Leonard about Division 13 events at APA. One of our SPIM members, Billie Blair, was kind enough to allow me to interview her about her new book (All the Moving Parts: Organizational Change Management). Plus, Les Krieger is wondering if anyone might be interested in a regional meeting in Florida, Larry Richard is curious about what others know of the field of NeuroLeadership, and we have two open positions of interest. In our Fall newsletter we will have more information about preparations for 2008 conference.

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## Note from the President

Dear SPIM members and friends:

### APA CONVENTION ACTIVITIES

The annual APA conference and our associated SPIM Board meeting are rapidly approaching. APA is being held in Boston from 14 to 17 August. Once again SPIM will co-host a reception with the Society of Consulting Psychology (Division 13). It will be held in the Westin Boston Waterfront Hotel, Grand Ballroom A, Concourse Level; Saturday, 16 August 2008 from 5:00PM - 5:50PM. Our summer SPIM Board of Directors meeting will be held Saturday morning August 16th at 8AM in Beacon Room D of the Sheraton Boston Hotel. All members are welcome. I hope to see you at either or both.

We learned from our conference evaluations (described below), that obtaining continuing education credit is important to many of our members. Division 13 is offering expanded opportunities to earn credit for events at APA this year. A list of what they are offering is included below my signature.

### UPCOMING SPIM CONFERENCES

Thanks to our President-elect, Dee Ramsel, planning for the 2009 conference is going well. She and our partners from Division 13 are collaborating to work out the challenges of planning overlapping conferences. The progress on our 2009 conference is covered elsewhere in this newsletter. We will be meeting

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

at the Hilton San Diego Resort. Be sure to save the dates and come to SPIM 2009 to help SPIM celebrate our 25th anniversary: 4-7 February 2009. To accommodate the collaboration, the dates are earlier than normal and we begin our institutes on Wednesday with the kick-off evening session Wednesday evening rather than on Thursday.

Please also hold the dates for 2010. We have completed negotiations and the date and location are firm. We will start our second 25 years in the birthplace of SPIM - Tampa, Florida - from 18 to 20 February 2010. At that conference, we will go back to our tradition of starting on Thursday with institutes during the day and an opening session Thursday night. We will meet at the Grand Hyatt – the location of our 2003 meeting. The format of 2011 will depend on the results of our 2009 pilot.

#### SURVEY RESULTS (2008 conference)

Many thanks to those attendees who took the time to complete the conference evaluation survey (45 of you, 31 of whom had attended three or more SPIM conferences) and the membership survey (44 of you). In reviewing them, we learned some information that will be most helpful in planning future conferences and in thinking about the organization. One factor that should not be surprising to anyone who has been around SPIM for a while – there was A LOT of variability and many conflicting opinions. For example, some of you wanted all speakers to have slides/PowerPoint and some wanted far fewer speakers with them. Here are some themes:

- The overall conference received pretty good marks. People liked the networking opportunities, overall quality, and on-line registration (all scored higher than 4.5 on a 5 point scale). Least popular were the meeting rooms (4.1) and the consistent comment about them was the temperature, with most complaining about the cold, but some saying they were too hot.
- The qualitative comments varied tremendously. The four aspects of the conference that seemed to be most consistently liked were the quality of the presentations/CEUs, the opportunity to network and reconnect (the 30 minute breaks appeared to be a big hit), and the welcoming attitude of the attendees (some specifically mentioned how the opening session with Dick Kilburg set the standard for welcoming openness).
- The most common suggestion for the next conference was a request for more interactive aspects in the program, like the case study this year. Several people specifically mentioned that they liked Roger Cooper's suggestion to include more discussants, especially if they would lead a participative discussion session.
- Only one person said s/he would probably not attend next year and s/he specified that it was due to a scheduling conflict. The responses regarding whether or not individuals will also attend parts of the Division 13 conference at the same location varied and were spread across the spectrum.
- 34 of 44 respondents stated that it was at least "very important" to receive CE credit.

FYI:

SPIM has two directories of members. One is a printed directory distributed by Edgar Johnson [edgarmj@bellsouth.net](mailto:edgarmj@bellsouth.net).

The second is the website listing of members. Names and emails on the website are only posted when the member approves the posting by checking the boxes or emails Ed will send out asking if one would want his/her name listed.

Please check your web address on the website to make sure we have the correct address. If you want to make a change, contact [edgarmj@bellsouth.net](mailto:edgarmj@bellsouth.net).

The membership survey results were also interesting. Dana Ackley and his membership committee will use them to guide their work – and they welcome extra help. E-mail Dana if you are willing to help ([dana.ackley@eqleader.net](mailto:dana.ackley@eqleader.net)). Results included (not all respondents responded to all the questions):

- Average age of the respondents was 56.5; range from 34 to 70.
- 25 men, 17 women
- 40 members of SPIM, 4 non-members
- Average # of years a member of SPIM for those who were members – 8.4 with a range from 1 to 24.
- Average # of annual meetings attended 6.4 with a range from 1 to 20.
- Focus area of the doctorate: I/O – 11; Clinical – 20; Counseling – 4; Developmental – 4; Other – 8.
- Primary work role: 19 were leaders/managers; 25 were consultants; one taught/conducted research.
- The reasons people belong to SPIM and/or attended the meeting: each of the reasons had at least 30 respondents say it was important. The two most important were the caliber of fellow members and the atmosphere or culture of SPIM.
- Answers were split regarding whether or not we should allow student members: 12 saying yes, 11 maybes, and 15 saying no. Important though, is that for all but one of those who responded with a yes or maybe, the consistent message was that there needed to be some additional qualifications – and we were pretty evenly split between a graduate degree in psychology, planning a career in a relevant area, or having held an executive position. Several individuals suggested that we focus on psychologists in their first management experience rather than on students, but that was not a consistent theme. Our pilot has not produced many student members.
- The most consistent advice for Dana's committee was a confirmation of what he has suspected all along – it is critical for SPIM members to encourage colleagues to join SPIM and to attend the conference. Suggestions about how to attract members and non-members to attend the meeting varied, but the most consistent factors were the same as those in the conference survey – quality content (relevant to psychologist managers and leaders), a welcoming environment, and networking opportunities. In this context, the value of contact with the speakers and with senior managers who are experts was repeatedly stressed.

Thanks again to all who completed these surveys. They provide valuable direction and guidance.

#### DISASTER RESPONSE TEAM

Division 13 is forming a Disaster Response Team (DRT). The DRT will consist of volunteers who will come together in response to disasters that affect a) our (Division 13's or SPIM's) members and/or b) organizations impacted by disasters. A number of Division 13 and Division 14 members (some of whom are also SPIM members) were a part of the KARE (Katrina Aid & Relief Effort) team of volunteers that worked to help New Orleans / Gulf Coast businesses

after Hurricanes Katrina and Rita in 2005.

KARE was a joint effort of Divisions 13 and 14 to help their members who had been affected by the hurricanes in any and every way possible; and to help local organizations plan and implement business recovery strategies. They learned a great deal from that effort and are now working to continue to develop the DRT Response in order to be able to respond to any kind of disaster - natural or man-made. Division 13 is also partnering with Division 14 in this new, larger effort.

Vicki Vandaveer (v3@vandaveer-group.com) is leading the effort for Division 13. As you probably recall, Vicki co-led, along with Dale Thompson, the fabulous Institute at SPIM 2008 on maintaining your professional edge. Judy Blanton (jblanton@rhrinternational.com) has volunteered to be the SPIM liaison lead in this effort. They are putting together a pool of "ready" volunteers now. If you would like to volunteer, contact Vicki at v3@vandaveer-group.com. She will send you a Volunteer information sheet to fill out and will put you on the e-mail list for further information. No volunteer is obligated to serve when a disaster hits. Each volunteer will be contacted and will decide at the time whether, how, and how much they can contribute for a given call for volunteers.

#### FAQs (Courtesy of Vicki Vandaveer)

Q1: How much time will being a volunteer require?

A1: Expect a conference call once a quarter (less frequently after we get set up); occasional e-mails (monthly after we get set up; perhaps weekly until we do); then when a disaster strikes, you can let us know your availability, for what, and for how much time.

Q2: Who pays our expenses for this work?

A2: Our work is provided pro bono. We are working now on ways to reimburse travel expenses if there are any. In KARE many volunteers paid their own expenses and some were reimbursed by KARE donations.

Q3: My work load is significant, and I may not be able to volunteer at the particular time a disaster strikes. So should I not sign up?

A3: Volunteers are under NO obligation to serve. You will decide at the time if you can participate. So please do sign up if you'd like to be in the pool of volunteers and can help out from time to time.

#### OTHER SPIM ACTIVITIES

The Foundation Board met on 25 June. They will provide an update on Foundation progress and activities at the SPIM Board meeting in August.

Past-president John Bruckman is making good progress in his efforts to put together a slate of candidates for SPIM offices. If you are interested in running, please contact him ASAP (jbruckman@changemg.com).

John Reed (our extraordinary SPIM fund-raiser) has come up with an additional way for SPIM members to network. He is creating a SPIM e-networking group and has volunteered to serve as the group lead/manager at

a networking site: LinkedIn. To sign up, go to the site, <http://www.linkedin.com/e/gis/118898/6308303EC8F2> , either log in or create an account and then apply to join the SPIM group. Once that is done, send a message to John and ask him to approve your membership. Most of the time you can click on the link from the site to send a note to John. There have been some problems, so if that does not work you can also send him an e-mail at [johnreed@earthlink.net](mailto:johnreed@earthlink.net) . Many thanks to John for setting this up and for serving as our 1<sup>st</sup> group lead.

Best wishes for a lovely summer,

## Cathleen

Cathleen Civiello  
SPIM President  
[clcphd@earthlink.net](mailto:clcphd@earthlink.net)

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## 2009 SPIM Conference

Planning for the 2009 SPIM Conference is well underway. Conference highlights so far include:

- Programming held at the beautiful San Diego Hilton Resort & Spa (great hotel in a wonderful city)
- SPIM's 25<sup>th</sup> anniversary year will feature a special banquet and special programming
- Joint conference pilot with the Society of Consulting Psychology (Division 13)
- Keynote speaker: Norman Anderson, APA CEO
- Many other exciting and knowledgeable speakers
- Case study and other interactive formats
- Half-hour breaks to facilitate networking
- SPIM Foundation kick-off

This year we are piloting a very special project. SPIM and the Society of Consulting Psychology (SCP), also known as Division 13, are sponsoring a joint conference. This one-time pilot will determine whether we should try this again in 2011; in 2010 both societies will hold separate conferences. As president-elect and conference program chair for SPIM, I am working closely with the co-program chairs for SCP, John Fennig and Melanie Flanders. The process so far has been interesting and exciting. I am learning about new technology tools, as well as differences between the two societies in marketing, sponsorships, etc. I am hopeful that we can combine the best of the two societies and produce a very special conference.

So far, both societies have agreed to have one registration process, one sponsorship process, one program, shared pre- and post-conference workshops, a half day of overlapped programming, and a shared social hour on Friday evening.

Since we are sharing time with SCP, the SPIM programming will be held one day earlier than in the past. The conference will be held at the San Diego Hilton Resort and Spa from Wednesday, February 4 through Sunday, February

8. SPIM pre-conference workshops will be held Wednesday and SPIM conference programming will be Thursday and Friday. SCP conference programming will be held Friday noon through Sunday noon, while SCP post-conference workshops will be held Sunday, February 8. As you see, overlap programming will be held Friday afternoon when both conferences are in session. The plan at this point is to have low conference fees (probably about \$400) with each attendee selecting one "home" conference. Adding on half-days from the other conference is expected to cost about \$50 per half-day. Workshops will remain at approximately the same cost as last year.

Joining me on the conference planning committee are J. Rick Day, Roxanne DuVivier, Charles Fogelman, Robin Graff-Reed, Adam Jacobs, and Robert Lowman. Once again we are very fortunate that John Reed has agreed to line up sponsors and Dick Kilburg has agreed that the SPIM Foundation will manage the auction at the special 25<sup>th</sup> anniversary banquet to be held Thursday evening.

If you have ideas to share for this conference, please do not hesitate to contact me at 414-313-3850 or [dee.ramsel@va.gov](mailto:dee.ramsel@va.gov).

Dee Ramsel  
SPIM 2009 Conference Chair

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## Note from Division 13 (Society of Consulting Psychology - SCP) about APA in Boston

One of the great benefits of attending APA this year is the ability to earn up to 23 CE credits (9 from APA and 14 from SCP). A different process will be offered for receiving CE credits depending upon whether APA or SCP is providing credit. Unfortunately, APA has a limit on the number of credits it will let divisions offer based upon its staffing limitations. Fortunately, SCP can offer CE credit (approved through APA) for all the other programs that qualify for credit. So, in effect, you will be able to get CE credit for most of the SCP programs that you will attend.

Here's how the process will work:

1. For programs covered and administered by APA, participants will register for CE by swiping their APA convention card through a card reader upon entering and leaving a session. You must attend the entire session to get credit for that session. At the end of the convention, participants simply go to a kiosk at the registration area to review credits, pay APA an administration fee, and receive an "instant" CE verification letter from APA using one of the convention-based printers.
2. For programs not covered and administered by APA, simply collect an attendance letter from one of our program monitors at the end of each Division 13 program. The letter will tell you where to send all of the attendance letters along with an administration fee (\$20) to receive a CE verification letter from SCP.



Here are the programs where we intend to offer CE credit, either through APA or SCP auspices.

| CE Eligible Programs (pending) 2008 APA Convention |   |  |                                     |
|--|---|--|-------------------------------------|
| Day/time   | Title/Type  | Presenters   | Location                            |
| <u>Thursday</u>                                    |   |  |                                     |
| 3-3:50   | Psychologically healthy workplace awards – Discussion   | Ellen Lent, Nicole Bryan, Virginia Mullin, Judith DeVito | Convention Ctr, 158                 |
|  | Who is the client in organizational consultation? – Presentation  | Dale Fuqua, Jody Newman, David Simpson, Namok Choi       | Convention Ctr, 153C                |
| <u>Friday</u>                                      |   |  |                                     |
| 8-9:50   | Aligning organizations for performance and commitment: the links among strategy, structure, and people processes -- Invited Address | Michael Beer & Mitchell Dickey                           | Convention Ctr, 158A                |
| 10-11:50   | Building a part-time or full-time corporate consultation practice   | Lawrence Kutner  | SCP Hospitality Suite, Westin Hotel |
| 2-2:50   | The 21st century leadership challenges for virtuous leaders --Invited Address   | Richard Kilburg  | Convention Ctr, 158A                |
| 3-3:50   | To the desert and back: how large scale events transform a business -- Invited Address  | Phil Mirvis  | Convention Ctr, 158A                |
| 5-5:50   | Embedded versus external consultation: working in an environment requiring corporate secrecy – Presentation                         | Cathleen Civiello & Ellen Lent                           | Convention Ctr, 256                 |
| <u>Saturday</u>                                    |   |  |                                     |
| 8-9:50   | Positive psychology and coaching: Workshop  | Carol Kauffman & Susan David                             | Convention Ctr, 151A&B              |
| 10-11:50   | Working at the intersection: insights from an academic -- consultant collaboration about senior leadership teams -- Invited Address | Richard Hackman & Ruth Wageman                           | Convention Ctr, 151A&B              |
| 12-12:50   | Optimizing investment decisions via behavior economics and psychology – Presentation  | Lawrence Raifman   | Convention Ctr, 206A                |
| 1-1:50   | Impact of confidence in leadership on commitment to change – Presentation   | Nancy Picard & Daphne Logan                              | Convention Ctr, 153C                |
| 2-2:50   | Practitioner, professor, and program director: dealing with role ambiguity and conflict -- Invited Address                          | Arthur Freedman  | Westin Hotel, Grand Ballroom A      |
| 3-3:50   | You can only change the world by invitation -- Invited  | Frank Budd   | Westin Hotel, Grand Ballroom A      |

## Address

|        |   |                |                                |
|--------|---|----------------|--------------------------------|
| 4-4:50 | Enhancing the science, craft, and art of psychologically based consultation -- SCP Presidential Address | Stewart Cooper | Westin Hotel, Grand Ballroom A |
|--------|---|----------------|--------------------------------|

## Sunday

|          |  |  |                      |
|----------|--|--|----------------------|
| 8-8:50   | Individual executive coaching model for LGBT leaders – Presentation                                | Lyne Desormeaux,<br>Michael Portz,<br>Steven Salee | Convention Ctr, 104A |
| 9-9:50   | When differences make a difference in executive coaching – Presentation                            | Gregory Pennington,<br>& Jeremy Robinson           | Convention Ctr, 104A |
| 10-10:50 | Using new and existing evidence-based theories in an executive coaching session -- Invited Address | Leni Wildflower                                    | Convention Ctr, 104A |
| 12-12:50 | Accountability and transfer of learning in executive coaching -- Invited Address                   | David Peterson                                     | Convention Ctr, 104A |
| 12-12:50 | IC teams' effects on consultee skills, perceptions, and indirect outcomes                          | Lauren Kaiser,<br>Jessica Koehler,<br>Arlene Silva | Convention Ctr, 104A |

Total CE Credits Available:  
23

## Skip

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## Special Notice

Edgar Johnson and I have been talking with Marlene Thorn about doing a mid-year SPIM conference in Florida, perhaps early in October. The format would parallel last year's November SPIM meeting in DC. Would there be sufficient interest to get 15 or 20 people together for a day in Jacksonville or Tampa? If Jacksonville, we'd be willing to host here at Assessment Technologies Group.

Les Krieger ([les@assessment-tech.com](mailto:les@assessment-tech.com))

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## Interview with Billie Blair, Ph.D.

Billie has recently published a new book entitled: *All the Moving Parts: Organizational Change Management* (2007, published by Puzzles Press – [www.puzzlespress.com](http://www.puzzlespress.com)). Her book is written for all organizational leaders (although mainly those in the executive suite), and provides case studies and examples from her



research on why change occurs and how to either help it or hinder it. Billie is an organizational psychologist and President/CEO of the 35 member organizational change management consulting firm, Leading & Learning, Inc. ([www.leadingandlearninginc.com](http://www.leadingandlearninginc.com)) in Los Angeles. Those SPIM members who attended the conference earlier this year may remember Billie as one of the presenters of the very interesting case study with John Langhorne. Below is an interview with Billie about her background and what lead up to her book.

Q1. What got you interested in organizational change?

A. Peter Drucker did, actually. He was a prof of mine at Claremont Graduate School and talked about all kinds of organizational change in all sorts of countries - in those days, he was consulting widely all over the world. It was fascinating to hear his stories.

Q2. When organizations are considering making major changes, what is the easiest challenge -- and what is the most difficult?

A. Deciding that change should be undertaken is both the easiest and the most difficult -- the easiest, because once the decision is made, the other steps are more difficult; the most difficult, because often organizations find it very difficult to embrace change processes and to attempt to harness their natural rhythms for a more foreseeable future. On another level, looking at quick-fix changes comes relatively easy to organizations; looking at the ways that the organization can change, as a whole (that is, ALL THE MOVING PARTS) is much more difficult.

Q3. Can you give us an example of one of your favorite organizational change projects?

A. Well, I can't name specific clients, because of confidentiality considerations, but a recent project with a large utility is probably one of my favorites because we were the first group (ever) to be able to work with the Board of Directors to assist them in engaging in full-blown strategy setting for the organization. In a 6-month planning process, the Board tackled thorny problems related to the utility's future directions and were able to develop some highly-creative ways of dealing with these issues. This was the first time that the Board has undertaken the planning for organizational change and, though there was some reluctance along the way, the members were able to excel at setting the policy for engaging in a serious change of direction as well as an overall change in the way of doing business. The work that the Board accomplished will serve the organization extremely well into the next 10-15 years, during which time things will change dramatically for this industry.

Q4. What has been one of your greatest learning moments in organizational change?

A. I continue to be fascinated by the fact that change is a process and, thus, can not be brought about instantly. When change has been well-designed, however, there is soundness and solidity in the organization that has never been felt before. Even though I say this over and over again to our clients, I am still in awe of the process and its power -- and, of course, of the fact that the process really does take time for all of the parts to realign and synchronize so that successful and thoroughly-developed organizational change is achieved.

I've also learned that, in many organizations, it takes almost as long to decide to address the serious need for change as it does for that same organization to accomplish the change. And my earlier research into Chaos Theory and Management, which led us to determine that small things mattered, is constantly being reinforced (that is, re-learned)!

Q5. In this day and age of constant (and often troubling) change for major industries (airlines, newspapers, auto industry, etc.) what do you think companies need to focus on?

A. Many of the downsides of change in the major industries could have been avoided if these companies had remembered to pay attention to the customer and their needs -- And as a result, to figure out how to cut across organizational lines to collaborate on needed solutions and better ways of doing things -- as well as better things to be doing. This needed to take place while engendering their employees with a sincere interest in seeing that customer service needs were met. We still see those companies as being very sluggish in shrugging off their old ways of doing business (where they looked internally rather than externally) -- they've been slow to realize the needs of the modern marketplace and even slower to accommodate those needs. Today, the greatest need is for companies to focus on their customers and to find out about their needs -- particularly in relation to their use of current products and their need for new products. There are many new and modern methods of obtaining customer feedback and infusing this information into the operating stance of the company. The current challenge for companies is first to be willing to launch the fact-finding processes and then to be positioned to use the information effectively. (Professionals in companies get in the habit of talking and listening to each other and forgetting about those that they serve.)

Q6. As psychologists in management, what do we need to be alert to when working with some of our clients in organizational change?

A. We are often presented with situations where there is a need for change but a host of things that prevent change from proceeding. I think that we as psychologists in management can use our skills well in alleviating some of the stress that is often associated with change and in assisting in setting a sound and practical course for change.

Q7. What would you say is the most effective way to proceed in orchestrating change?

A. Plan well and thoroughly, engage all stakeholders, develop good assessment systems, and provide good feedback on the progress.

Q8. If you were to summarize the central thesis of your book, what would that be?

A. Organizations are composed of a wide array of moving parts. For change to be successful, all of these parts must be engaged in the change and must end at a predesignated point of effected change. In order to accomplish this, there must be full understanding of the need for change, good comprehension of the path that has been selected to effect the change, and sound knowledge of anticipated results for the overall functioning and success of the organization.

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## Notes from Members

Larry Richard ([lrrichard@hildebrandt.com](mailto:lrrichard@hildebrandt.com)) wrote me about his interest in the area of NeuroLeadership: "I've been devouring books and articles on this fast-growing area. It involves applying the latest brain research to leader behavior, coaching, motivation, etc. Very interesting stuff. Not sure if it's something to comment about in the newsletter or perhaps a topic to present about at the next meeting." If any SPIM members has interest or knowledge about this topic, please contact Larry or me for an addition in our next newsletter.

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## Open Positions of interest

Company: Disney ABC Television Group

Job Title: Manager, Organizational Development

Description: Disney ABC Television Group is currently seeking a Manager, Organizational Development.

The Manager of Organizational Development (OD) supports the Director of Organizational Development in leading efforts to improve the organizational effectiveness of Disney ABC Media Networks. Implement foundational talent management program that foster a diverse, creative, and engaged employee population (i.e., employee selection, on-boarding, performance management, leadership development, succession planning, career development, and employee feedback). Lead projects in collaboration with HR Business Partners to help business unit leaders align/redesign core business processes, organization structures, and talent management programs to enable execution of business strategies.

Required Qualifications:

Prefer a master's degree or equivalent business experience in Organization Development, Human Resources, or related field. The ideal candidate will possess at least 6 years of experience in Leadership Development and Organization Development/Effectiveness or Business Consulting roles. Possess at least 4 years experience independently managing projects. Media and Entertainment experience is a plus. Previous experience in implementing company-wide Succession Planning, Performance Management, and Career Development programs is a plus. Candidates should have considerable experience working with clients at all levels of an organization and particular those at the highest levels, including president.

Requisition ID: 168174

Location: Burbank, CA

To view the full job description, please click on the link below:

[https://disney.recruitmax.com/main/careerportal/Job\\_Profile.cfm?szOrderID=168174&szReturnToSearch=1&szWordsToHighlight=](https://disney.recruitmax.com/main/careerportal/Job_Profile.cfm?szOrderID=168174&szReturnToSearch=1&szWordsToHighlight=)

John Bruckman passed on another job opening:

Pricewaterhouse Coopers - Learning & Education Department in Manhattan. They are looking for a thought leader in the areas of learning effectiveness, testing and evaluation. Someone who can craft strategies and develop methodologies to measure the effectiveness of teaching evaluation and learning assessments in order to determine and document best teaching practices, effective learner feedback and demonstrating the effectiveness of results. This role will shape US strategy across business lines. Individual must have a deep understanding of the implications and risks of high-stakes testing and credentialing. Compensation is broad banded and base can range from \$175-225K plus. If interested in a fuller description, please contact Doug MacMorran at Doug@pdasearch.net