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## Links

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

American Psychological Association Website

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

Society of Psychologists in Management Website

Contact Us

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Hello everyone,

I hope each and every one of you are having a good summer – and successfully weathering any hot temperatures! In this edition of the SPIM newsletter we have several different informational pieces that I hope will be of interest. In addition, there is a short questionnaire for members about where you would like to go for the 2011 conference.

Have a good summer!

Mary Zahner, Ph.D.  
Newsletter Editor

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## Note from the President

Can you believe it has already been several months since our annual conference in February? I hope that everyone had a good spring and has plans to enjoy at least a little bit of the summer. There are several items to report in this letter. Probably the most important is our board meeting of May 11th. The board met via phone conference and discussed the topic of potential future joint conferences with Division 13/Society of Consulting Psychology.

Prior to the meeting, all board members reviewed the results of the survey sent to all members attending the conference and also the results of the survey sent to all SPIM members (including those who did not attend the conference). In addition, we reviewed the financial results of the conference, the attendance figures, and the sponsorship results.

As you may guess, many points of view were represented in this meeting. Some felt that SPIM should maintain its unique identity and not meet again with Division 13, others felt that the two groups should meet jointly every 2-3 years, and still others wanted more of a sense of what the Division 13 board was thinking. In the end, our discussion was very much hampered by the fact that the Division 13 board had not yet met and had not offered any inkling of their thinking on this issue.

We voted to take a very pragmatic approach and get Lorraine Rieff to begin working on hotel contracts for 2011 and 2012. She will look for hotels that are big enough to contain both conferences should that be decided, but would also allow us to have only our own conference if that is what ultimately occurs. For both years, Lorraine is looking at either the 3rd or 4<sup>th</sup>

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

weekend in February. We are looking at the San Diego Hilton Resort and Spa for 2011 and a hotel in Charlotte, NC for 2012.

At the same board meeting, we also gratefully accepted a proposal from **Leadership Worth Following** to be a platinum sponsor of SPIM meetings for the next five years. Please thank Dale Thompson when you see him for his firm's generosity! After this meeting, I was contacted by the Division 13 president who reported that their board will not meet until August and that the Society is also considering a change in structure/executive director that would impact the planning of conferences.

The SPIM board will also meet in August during the APA convention in August and I want to remind the membership that all are welcome to attend board meetings. The meeting will be held on Saturday, August 8 from 9-11am at the Haliburton room of the Intercontinental Toronto Centre Hotel in Toronto.

Speaking of the APA convention, we are looking for a volunteer who will be there in person to coordinate the joint reception with Division 13. This simply involves working with a representative of Division 13, agreeing on a menu and pricing (hors d'oeuvres and drinks), making sure one of you places the order with the hotel, and showing up for the reception itself. I did this last year; I can assure you it's easy work, and the reception is fun! Please contact me if you are willing to help with these arrangements. I will be happy to talk you through it and/or answer any questions.

Finally, even though it seems as though we just had our 2009 conference, it's not too early at all to begin thinking about the 2010 conference. In fact, Roger Cooper has been working hard on the conference and has some excellent presentations already lined up.

The conference theme is *"Managing at the Cutting Edge: Back to Basics"* and it should be quite impressive. Be sure to save February 19-21, 2010 and plan to head for Tampa. Roger will be describing the conference in more detail elsewhere in this newsletter, but I am sure he would be open to offers of assistance.

Enjoy the rest of your summer,  
Dee Ramsel  
President, SPIM  
414-313-3850

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## Save the Date: SPIM Conference 2010 - February 16-21, Hyatt Tampa Bay

Roger Cooper, as President-Elect, is leading the effort to develop a solid program for our next annual conference in Tampa. The topic is "Managing at the Cutting Edge: Back to Basics." So far there are several pre-conference institutes in the works. They focus on management and organizational development case studies, update and application of action

FYI:

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

The second is the website listing of members. Names and emails on the website are only posted when the member approves the posting by checking the boxes or emails

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

research, and basic finance for psychologists/managers.

Some of the proposed conference presentations include "Current Gestalt Approaches to Organizational Issues," "Neuropsychological Findings Applied to Organizational Politics," "Success vs. Wisdom: Lessons From the Past," "Doing Organizational Development in the Veterans Administration," "Wither Academia?," and "International Organizational and Management Issues." Stay tuned for the fall SPIM newsletter to hear more about the February conference.

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## Interview with Dale Thompson, Ph.D. and Myranda Grahek, Ph.D. from Leadership Worth Following

In preparation for an article for the summer SPIM newsletter, I approached Dale and Myranda to talk about the future of leadership and management in today's world. This topic was triggered by an article in the February 2009 issue of the Harvard Business Review entitled: "Moon Shots for Management." The premise of this article focused on the need to re-invent management.

My interview with Dale and Myranda started out with questions about what they thought of the conclusions in the article. True to form, idiosyncratic Dale's first comments were: "Who writes this stuff? Who talks like this?" The 'interview' quickly turned into a full blown highly-animated discussion about leadership. While we probably talked about a dozen of Dale's and Myranda's principles for leading in difficult times, three of the principles seemed particularly important to them, and likely to SPIM members:

- **Empower those with ideas.** Drawing from lessons they gleaned from the events of Apollo 13, Dale and Myranda suggest a key leadership action during acute difficult times may be to empower those with ideas, encourage them to be bold, and protect them from those who would quickly shut others or their ideas down. They observe that this may be counter to conventional wisdom that suggests that in difficult times leadership and decision making should (and often does) revert back to top leaders! Dale and Myranda suggest doing so may actually squash the essential ideas and actions necessary to avert failure.
- **Seek and draw on a higher purpose and calling.** In looking at those leading through long term or chronic difficult times, Dale and Myranda observe that successful leaders find a way to see what they are doing as a calling, or as serving a higher purpose. Successful leaders often seem to find strength and resiliency in their calling, and nurture that strength and resiliency in others. But they observe there may be a double edged sword in doing so. Dale and Myranda have noticed that leaders who employ this strategy open themselves up to criticisms of hypocrisy. For example, one of their clients openly and boldly touts the extreme importance of their people, and the company's responsibility to each of their "partners." Nonetheless, the company recently laid off 10% of their

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

workforce while posting record growth and profit numbers. Were the company's leaders courageous because they acted so quickly to truly protect 90% of their workforce, or were they hypocrites because they so quickly sacrificed 10% of the workforce? A difficult question, to be sure.

- **Accept that what you do as a leader will probably be wrong – but act anyway.** Leading is always hard, but leading in *really* difficult times is *really* hard. Dale and Myranda observe that leaders at lower levels may often be able to "get things right" because of the comparative simplicity of their roles. But they suggest that senior leaders need to "know, understand, and balance - what's important - on a real time basis." This means, in their view, that what leaders do will, even in the best scenario, be somewhat incorrect because they have to balance so many variables as they lead. But leaders need to "do something!" Research Dale has done on "who succeeds" in leadership seems to support this point. He has observed that leaders who made mistakes of commission (did stuff even if it was truly wrong), developed better executive skills over time than those who made mistakes of omission (or did nothing). The "omitters" failed early, often, and never grew as leaders.

Overall, Dale and Myranda also talked about their own challenges in leading LWF in the current recession. They talked about how they have tried to bring the LWF team together and empower the team members who have ideas. They are also trying to keep the LWF team focused on its mission ("To change the world one organization at a time."). And they celebrate (often) even as ideas and efforts may fail. They say that their organizational mindset is that they want to "lean into the recession" (do something!) and their mantra is, "now is the time!"

So, "who talks like this?" Apparently Dale and Myranda do. ☺ You may want to check out more of their thoughts on their website: [www.worthyleadership.com](http://www.worthyleadership.com).

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## Northeast Regional Meeting in November

On November 17<sup>th</sup>, several SPIM members (e.g., Marlene Thorn, Connie Rath, Connie Schroyer) are pulling together a Regional Meeting. Dr. Robert Rosen, CEO Healthy Companies, organization and management consultant and author of several books has agreed to speak. In advanced praise of one of his latest books (*Just Enough Anxiety: The Hidden Driver of Business Success*, 2008), Warren Bennis says: "Without any risk of exaggeration: JEA is one of the most important, useful and timely books for the first decade of this century. Not just for the business read. For everyone!" More recently, Bob published *The Catalyst* in March, 2009. In collaboration with the Darden School of Business, he interviewed 50 exceptional growth leaders from such companies as Corning, Proctor & Gamble, Best Buy, Hewlett-Packard and other widely-recognized industry leaders. He has spent the last twenty years advising and studying top executives working in all three sectors of the economy: business, government and non-profit.

This regional meeting is likely to be held at the Gallup Organization in Washington, D.C. For more information, contact Marlene Thorn ([thornmarlene26@gmail.com](mailto:thornmarlene26@gmail.com))

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## News about SPIM members

Drs. Paul Miesing and Edward Pavur published a negotiation exercise recently. It appeared in the final 2008 issue of the *Journal of Strategic Management Education*.

The participants in the exercise assume the roles of stakeholders in a manufacturing enterprise. There are competitive and cooperative relationships among suppliers, customers, competitors, public interest groups, and employees. Participants individually analyze an outsourcing situation, but they can only fully analyze the problem during the later group discussion. The discussion requires stakeholders to negotiate a solution using information based on their own intentions and the perspectives of other participants.

To find this journal on the internet, go to <http://senatehall.com/journals.php?journal=3>.

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## Request for information on Meetings

Marni Ginther is the editor of *Meetings: Minnesota's Hospitality Journal*. This is a quarterly trade publication for the meetings and hospitality industry in Minnesota. Marni is trying to put together a story on "The Psychology of Meetings" that discusses the psychological aspects of business meetings: how people communicate, what's known about brain processes during small group interaction and decision making, the difference between phone/video conferences and face to face conferences etc.

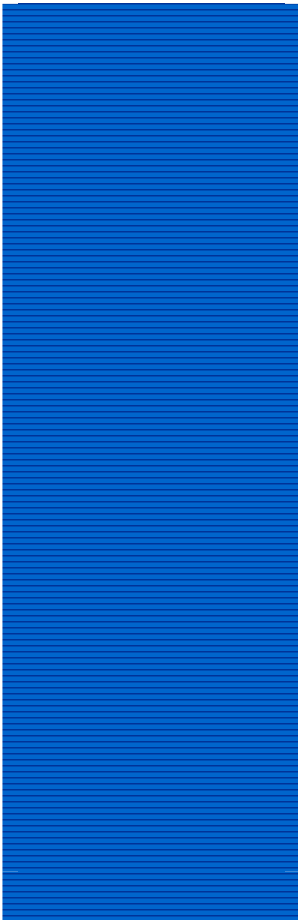
Marni is wondering if anyone from SPIM would be interested in commenting for the article. The focus is very broad, so Marni is basically trying to find out what's being talked about in the field, what are some up and coming topics, what are some useful tips for meeting planners who *DON'T* have a background in psychology, etc.

As Marni hopes to do these interviews the week of July 20<sup>th</sup> time is short. Learn more about this project at the web site [www.mn-meetings.com](http://www.mn-meetings.com). Or contact Marni at [mginther@greenspring.com](mailto:mginther@greenspring.com)

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## A few short questions about 2011 Conference site

Tentatively the SPIM board decided that the 2011 Conference site would be back in San Diego at the Hilton (same hotel as 2009 site). It would be a SPIM only conference. However, there has been some discussion amongst board members about possibly having the conference in Napa Valley



(assuming hotel costs would be similar to those in San Diego). Lorraine has contacted several hotels in Napa Valley and found some with reasonable rates for us. The pluses of the San Diego site are that it is easy to get there by airplane and it is a nice place. The possible minus is that we were just there. The pluses for a Napa Valley location are that it would be new for us and would provide opportunities for different activities outside of the conference. The minus is that it would require transportation from a major airport (apparently this would be a \$30 charge one way from San Francisco airport to one of the hotels in Napa Valley). The Board would appreciate feedback from our members. Following are three questions about possible conference sites. Please feel free to email your responses back to me ([mzahner3@earthlink.net](mailto:mzahner3@earthlink.net)).

- 1.** Where do you prefer to go to for the 2011 SPIM conference?
  - A. San Diego
  - B. Napa Valley
  - C. Other (where?)
  
- 2.** If the conference is held in San Diego, how likely are you to attend (1 = not at all, 5 = Definitely)
  
- 3.** If the conference is held in Napa Valley, how likely are you to attend (1 = not at all, 5 = Definitely)

Any other comments about this subject would be welcomed.