

# Minnesota Professionals for Psychology Applied to Work

## Upcoming Speaker

By Carol Lynn Courtney, VP Programs

### Thursday, November 21, 2002: Individual Team Member Performance

**Andrea Olson, Ph.D.**, Assistant Professor in the Psychology Department at the College of St. Catherine in St. Paul

As a result of increased reliance on teams, changes in technological demands, increased worker interdependencies, and increased participation it has become more important to understand teams and how they function. Crucial to this understanding is the question: *What do individual team members do to facilitate the performance of their fellow team members and to facilitate team effectiveness?* In other words, how do individuals contribute to their teams?

Dr. Olson will describe a critical incident study she conducted to answer that question. In her presentation Andrea will start with a review of the reasons for conducting such research, explore the importance of focusing on criteria, and note a critical gap in existing models and theories about teams. She will provide an overview of research literature that pertains to individual team member performance, drawing on the areas of individual performance, leadership, small groups, team effectiveness, and teamwork. Then, she will describe the methods and procedures she used for her study, which yielded nine sufficient, distinct, and reliable dimensions of individual team member performance.

Andrea will discuss implications of this research for teams and organizations today. She will explore some of the determinants of individual team member performance, and offer ideas about "profiles" of performance. Finally, she will discuss some of the potential applications of this taxonomy, including performance measurement, team member training, and team development.

**Andrea M. Olson** is an assistant professor in the Psychology Department at the College of St. Catherine in St. Paul. She earned her Ph.D. in industrial/organizational psychology from the University of Minnesota in 2000 and her B.A. in psychology from Luther College in 1992. Before joining the College of St. Catherine in 2001, Dr. Olson worked as a consultant at Olson Consulting Group. While in graduate school she worked as an intern at Consulting Psychologists, Inc., and as a research analyst at Questar Data Systems, Inc. Andrea has provided independent consulting on projects about organizational retention and turnover, and analysis of job performance data. In addition, she has conducted workshops on team communication and conflict management.

At the College of St. Catherine, Andrea is a member of the college's Institutional Review Board committee. In addition, she serves as a program evaluator and one of three primary researchers for a project designed to broaden young women's knowledge and opportunities in information technology. Beginning this fall, she will serve as program evaluator for a 3-year virtual mentoring program for math teachers.

Dr. Olson is collaborating with students on research in the areas of team member performance and personality, and the gender gap in

information technology and computer-related occupations. She has co-authored articles on multi-perspective performance feedback, and sexual harassment; and has co-authored a book chapter on ethics in technical communication research. Her primary research interest is individual team member performance.

## MPPAW Update

by Elise L. Amel, President

Our October meeting saw record attendance due to what Sid Teske termed a "blizzard" of new memberships. Not only were we strong in number, but the energy level was exciting as well! Special thanks to Karen Grabow and Laurie Zaugg for their internal practitioner insights.

Of particular note at the October meeting was the sizeable contingent from MSU-Mankato; at least three professors and 15 students were in attendance. We appreciate the extra effort it takes to commute from Mankato. In general, we are excited about the increase in student participation. We currently have almost 30 student members from Mankato, UMN, St. Thomas, St. Catherine's and Augsburg. Many thanks to those of you who have encouraged students and interns to join MPPAW.

Culminating our fall program is the November 21st meeting at which Andrea Olson will speak on individual team member performance. We have four presentations scheduled for spring including the Second Annual Guest Lecture. Our goal with the guest lecture is to bring in a nationally known speaker from outside our regional community. This year Angelo DeNisi will venture forth from Texas into the depths of Minnesota winter to regale us with his recent work on performance appraisal and feedback. Mark your calendars for March 20th!

Now, the question that I know is on everyone's mind: "Will there be enough food at the next meeting?" Barring another "blizzard" of new members, we believe we have a handle on attendance and have planned the menu accordingly! See you on the 21st.

## October Presentation

Summary prepared by Adam Soderlind, Co-Secretary

### Executive Coaching from a "Consumer's" Point-of-View

**Laurie Zaugg**, VP, Human Capital Dev., United Health Group

**Karen Grabow**, VP, Human Resources, Land O' Lakes, Inc.

**Laurie Zaugg** began the presentation by detailing some characteristics of United Health Group. United Health, a large company with a diverse population of employees, has used executive coaching for several years, and it has been very popular and strongly accepted throughout the organization.

Selecting the best coach for a specific situation can be challenging because of the many views on use of assessment in coaching as well as various coaching approaches, such as holistic, value centered, and behavioral. Qualifications of coaches vary greatly: It seems anyone can be a coach if they successfully market themselves, regardless of qualifications. In many cases, this has led to the misuse of executive coaching, and disrupted the potential value.

The popularity and demand for executive coaching can also lead to misuse of coaching within an organization. For example, coaching may be seen as a perk, a benefit granted to those who have achieved certain levels within the organization. Coaches have been viewed as "paid friends," individuals that will spend time with an executive and receive compensation, often for extended periods of time. Because of this, holding coaches accountable for results becomes increasingly important. At United Health, Laurie has implemented guidelines to ensure the coach and the organization agree upon specific goals/outcomes expected and deadlines for achieving the change.

Laurie has found it is important to assess whether coaching is the most appropriate method of intervention for any given situation. United Health is attempting to follow consumer guidelines and get "back to the basics." Laurie discussed targeted use and program roll-out for coaching. She finds it's important to clearly understand the reason coaching is being requested. For example, is the coach being requested because of a specific issue that needs coaching? Or is the coach being hired to provide feedback that the boss is reluctant to provide? Approximately 50% of the time, an executive would benefit from feedback and constructive criticism from a boss who is avoiding confrontation on the issue.

On the other hand, 50% of the time it is a good idea to hire a coach, and the results are typically valuable. She encourages organizations to determine whether or not the investment is wise and determine if the executive is worthy of coaching expense, i.e., someone the company would like to retain. Do we want to keep the executive around as a potential executive for the future? If the answer is no, then why spend the money?

When selecting a coach, be sure to verify credentials. United Health uses a preferred list of coaches and requires clear proposals, with milestones and timelines to monitor progress and meet the allocated budget. Laurie also tries to ensure that there will be value added to the executive by utilizing a coach and carefully tracks progress to ensure value of the program.

**Karen Grabow** began her presentation with demographic information about Land O' Lakes. There are approximately 8-10K employees, representing a fairly large corporation with a constellation of businesses. When Karen started with the company, they already had good values and integrity, to match its 80-year co-op heritage. The challenge Karen was provided with was to bring more "edge."

Karen was instructed to make Land O' Lakes a better place to work while making employees more competitive. The company already

had a number of assessment tools and data available to assist Karen in making the changes necessary. Her goal was to integrate the old plan for executive growth and retention with a new plan by keeping it simple.

In the past, management would provide insufficient follow-up to ensure progress was being made on performance evaluation issues with executives. The new model would engage leaders at a lower level to facilitate succession planning. Focus would be on people with potential, based on evaluation of common Meta Competencies. Land O' Lakes would create a talent pool of the "up and coming" leaders and focus training those with the greatest potential for success.

Through work with consultants and senior level employees, Karen identified four dimensions that all leaders across the organization would need to display: 1) Act with Integrity, 2) Deliver Results, 3) Mobilize Talent, and 4) Shape the Future. They also established guiding principles for the new succession planning process such as: people learn most from on-the-job development; people differ and it is important to recognize those differences; and driven individuals typically benefit most from focused development.

By integrating the two plans the Land O' Lakes would be able to create a Talent Ready Grid, tracking individuals who would be ready to fill leadership positions. One of the difficult tasks would be to break through the assessments and mess of data and consultants to ensure that quality outcomes are obtained.

One challenge Karen faced was approaching individuals about the change. Many saw the current state as satisfactory and were resistant to change. The egalitarian culture at Land O' Lakes was difficult to integrate with providing more "edge" and "competition." Concern about changing the company into an elitist organization, with coaching only being conducted on certain individuals, was a difficult issue to address.

One goal of Karen's work was to make the talent more visible to the whole organization. Again, some individuals identified would be provided with coaching and training opportunities. However, there were some problems with coaching, such as: 1) Coaches over identify with employees and the relationship becomes too close; 2) individuals state that is "just who I am," and do not attempt to change; or 3) individuals state that is "not who I am" and, again, makes no attempt to change.

Finally, Karen reviewed the Performance Management System (PMS) and bonus program, which had confusing layouts. It was necessary to work on the communication of performance reviews to ensure growth and integrity within the organization. The bonus program was upgraded to clearly identify for an employee what the potential earnings would be for their work. She concluded with discussion of employment branding and the Land O' Lakes culture being spread throughout the organization.

## Member Profile

by Amanda Wuest and Ashley Guidroz

When Andrew Miner isn't reminiscing about his days of shoulder length hair and running amok in his undergraduate days at Cornell University, he spends his best efforts as an Assistant Professor in the Industrial Relations Center at the University of Minnesota. He began teaching in 2001 after he earned his Ph.D. in I/O Psychology at the University of Illinois Urbana-Champaign. Before Andrew's teaching appointment at the U of M, he worked at AT&T in the Human Resource department for a business unit where he designed a job description database, developed items for an in-basket task and helped coordinate orientation programs.

At the U of M, Andrew fills his time conducting research, working with Ph.D. students and teaching classes in the Masters of Human Resources and Industrial Relations program. Within the Master's program, Andrew has taught Quantitative Methods and Staffing, Training and Development (STD for short). In addition, Andrew is also responsible for supervising Master's capstone papers.

Andrew's current research focuses on the study of affect on the job. Using the Experience Sampling Method, Andrew and his colleagues have repeatedly sampled moods, events, performance, and behavior from employees in a variety of jobs. This information is used to test theories of how mood and emotions relate to job performance and behavior in real-time at work. This research has spawned interest in emotional labor, a newer area of study that examines how personality traits explain within-person processes, such as affective reactions to events and behaviors. Andrew is also interested in the performance of small groups and has collaborated with colleagues on several papers exploring how groups combine information to make decisions or to solve problems.

Andrew's favorite part of being a professor is interacting with students and faculty. He enjoys working with other talented people who have chosen to be in an academic environment. Andrew also enjoys the flexibility he is afforded by working as a professor. However, all of these bonuses pale in comparison to the satisfaction he receives through his interaction with Master's and Ph.D. students. Their genuine interest in I/O topics brings a rich variety of work experiences to the classroom, which makes for interesting discussions and entertaining classes.

During the summer, Andrew got married to his wife Theresa (who is also an Assistant Professor in the Industrial Relations Center at the University of Minnesota) in Chicago. After the big event (which included a honeymoon in Hawaii!) Andrew has found the time to return to rowing after taking four years off for graduate school. Andrew rowed in college and has been lucky to find a great rowing community in the Twin Cities.

As for future aspirations, Andrew is waiting to see where his research will take him. He hopes to be able to integrate more "real world" experiences to complement his academic experiences.

## Continuing Education Credits

For Licensed Psychologists needing to meet the CEU requirements of the Minnesota Board of Psychology, each attendance at MPPAW counts as 1.5 hours of CEU credit. What a great bonus and easy way to help meet those requirements. And only \$10 added to your membership dues covers all the expenses for the MPPAW year, up to 10.5 CEU credits!

## Format of Meetings

Meetings begin at 5:30 p.m. with a social hour, followed by the presentation. The presentation begins at 6:30 p.m. and the meeting will conclude at 8:00 p.m.

A door fee of \$10.00 per MPPAW member and \$20.00 per non-member (\$5.00 and \$15.00 for students) will cover hors d'oeuvres, food, and soda at the social hour. This fee will also cover the costs associated with the presentation that evening.

The meetings are held at the Humphrey Institute of Public Affairs, University of Minnesota (West Bank of the Twin Cities campus), 301 – 19<sup>th</sup> Avenue South, Minneapolis. The room reserved for the presentation is 180A and B. Parking is available at the ramp across the street, at the corner of 19<sup>th</sup> Avenue and 3<sup>rd</sup> Street South.

Directions from the west: take I-94 east to the Riverside Avenue exit. Turn left onto 25<sup>th</sup> Avenue South. Cross over I-94 and then turn left onto Riverside. Follow Riverside to ¼ block past 19<sup>th</sup> Avenue and enter the parking ramp on your right.

Directions from the east: take I-94 to the Riverside Avenue exit. Turn right onto Riverside. Follow Riverside to ¼ block past 19<sup>th</sup> Avenue and enter the parking ramp on your right.

Directions from the south: take I-35W north to the University of Minnesota – West Bank exit. Turn right onto Washington Avenue (which will curve to the right in 2 blocks and become Cedar Avenue). Turn left at the third stoplight onto 3rd Street (one-way). Enter the parking ramp on your right.

Directions from the north: take I-35W south. Take the Washington Avenue exit (to West Bank). Turn left at the top of the exit ramp onto Washington Avenue (which will curve to the right in 3 blocks and become Cedar Avenue). Turn left at the fourth stoplight onto 3rd Street (one-way). Enter the parking ramp on your right. The Humphrey Institute is across the street from the parking ramp, next to the Center.

## Upcoming Events

### January's MPPAW

The next MPPAW meeting will be held on Thursday, January 16, and will feature Joy Hazucha, PDI, and Sharon Arad, Metrix Work, Inc., speaking *on Work in an International Context & Global I/O Research and Practice*.

### "Get Back to Work" Conference

*A Conference on Issues related to Fitness for Duty and Readiness to Return to Work* will be held Friday, 11/15 at Metropolitan State University, St Paul Campus. Call 651-697-0440 for information.

### IPMAAC – Call for Proposals

The annual conference for the *International Personnel Management Association Assessment Council* will be held June 22-25 in Baltimore. The Call for Proposals is now available at [www.ipmaac.org](http://www.ipmaac.org). The deadline for proposals is 1/10/03.

### ADA and MN Human Rights Law Workshop

ADA Minnesota and Minnesota Rehabilitation Services are sponsoring a workshop on Tuesday, December 10th, 2002, The Minnesota State Human Rights Law and The Americans with Disabilities Act (intermediate level). For more information contact Cindy Tarshish at 651-603-2015. Registrations are due by December 3, 2002.

**MPPAW Officers and Key Committee Members**

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MPPAW Website: [www.mppaw.org](http://www.mppaw.org)

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Address Correction Requested