

# Minnesota Professionals for Psychology Applied to Work

## Upcoming Speaker

By Carol Lynn Courtney, VP Programs

**Thursday, October 17:**

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

**Laurie Zaugg**, Vice President, Human Capital Development, UnitedHealth Group

**Karen Grabow, Ph.D.** Vice President, Human Resources, Land O' Lakes, Inc.

As many of you know, there is a great deal of activity going on in organizations around executive assessment and coaching. Executive assessment and coaching is not only widely accepted within corporate America, but often is the "solution of choice" whenever a senior person is involved. Karen and Laurie will discuss executive development and coaching as they have seen and experienced it as consumers. Their discussion will cover a number of topics including the widespread acceptance of executive coaching and how it can backfire. A model for deciding when to use—and not to use—executive services for development will be presented. We hope you will bring your questions and be ready to engage in discussion.

#### Laurie Zaugg

As Vice President, Human Capital Development, Laurie Zaugg is responsible for defining strategies and tools for developing talent and creating the high performance culture that is necessary for UnitedHealth Group's continued success. In this newly created role, Laurie is responsible for creating and implementing strategies that will:

- Identify key and emerging talent
- Expand leadership skills and capacity to drive the business
- Develop our people
- Foster a high performance culture

Before joining UnitedHealth Group, Laurie was General Manager for a start-up distance learning business at The Thomson Corporation. Prior to that she was Vice President, Organizational and Individual Effectiveness for Thomson's global legal and regulatory businesses where she created and implemented their internal development strategy including founding their corporate university, executive development, knowledge management, and organizational consulting groups. Laurie also served as Vice President, Leadership Development and Assessment for the American Express Companies and has worked for a variety of applied research and management consulting firms.

#### Karen Grabow

Karen Grabow received her Ph.D. from the University of Minnesota. She is recognized for her capacity to think strategically while also managing the day-to-day demands of a human resources department. Karen brings both an external and internal perspective. She began her career at PDI. She then moved to Target Corporation taking on a variety of human resources responsibilities rising to a senior level in Human Resources. Karen is presently working as the Vice President, Human Resources at Land O' Lakes, Inc. She has responsibility for all of the organization's human resources.

## MPPAW Update

by Elise L. Amel, President

Our year got off to an exciting start with a standing-room-only turnout for Joyce Bono's on Transformational Leadership presentation! Our next presentation will be a nice compliment, with Karen Grabow and Laurie Zaugg highlighting the practitioner's perspective on Assessment and Coaching.

Our 'Dr. is in' station turned out to be more lucrative than we expected, earning 10 cents on our first attempt (it must have been due to Carol Lynn Courtney's charisma). Thus, please let your students and interns know that we'll continue to have a dedicated member available during the social hour for Q&A, networking, advice, etc.

There is an upcoming conference that may be of interest to some of you. On Friday, November 15, MPA and the Psychology Department at Metropolitan State University are sponsoring a conference called 'Get Back to Work' at the Metro State's St. Paul campus. The conference will include presenters from a variety of disciplines, including I/O Psychology, speaking about issues of fitness for duty and readiness to return to work. Feel free to e-mail me for more information (elamel@stthomas.edu).

Welcome to all of our new members!

## September Presentation

Summary prepared by Adam Soderlind, Co-Secretary

### Transformational Leaders: What we know and why you should care!

Joyce Bono, Ph.D. Dept. of Psychology, University of Minnesota

Joyce was delighted to present to MPPAW, noting that transformational leadership was one of her favorite topics to discuss. The focus of her presentation was to provide an overview of transformational leadership (TF) by reviewing 20 years of research and over 50 research articles. She believed that it was important to know the characteristics of transformational leaders and how they type of leadership works. Joyce noted that Tim Judge was her partner on a number of research projects involving TF that were referred to during the presentation.

**What is transformational Leadership?** Joyce used the Bass Model of TF to break it down into four dimensions: 1) Idealized Influence (II): the charismatic dimension, 2) Inspirational Motivation (IM): providing vision to followers, 3) Intellectual Stimulation (IS): stimulating creativity, and 4) Individualized Consideration (IC): attending to individual needs. The characteristics of the dimensions are also based on a book written by Burns (1978), who wrote more about societal and political leadership than business.

In contrast to TF, Transactional Leadership is seen as business as usual within four dimensions: 1) Contingent reward: traditional business exchange, 2) Management by exception – active: monitoring performance, 3) Management by exception – passive: waiting for problems to develop, and 4) Laissez faire: avoiding leadership duties.

A comparison of the two leadership styles illustrates that TF is more effective and active than transactional leadership. Furthermore, there is empirical support for the idea that even though transactional leadership may be positively associated with job performance, transformational leadership adds additional benefit.

**Are Transformational Leaders rare?** Yes, the bar is high and therefore TF leaders may be rare. However, workplace research indicates that, all of us are actually more or less transformational. Joyce introduced research from her dissertation, where she studied 234 leaders in a plain distribution. The leaders were rated on projection of enthusiastic behaviors, ranging from Not at all to Frequently, if not always. The mean was 3.65, and there were individuals on the top and bottom end of the distribution.

**Why should I care about transformational leadership?** The main reason employers should care is simply because TF leaders are what employees desire and TF leadership may lead to greater retention. A survey by Kouzes and Posner (1993), found that honesty, sense of direction, enthusiasm, and competence were the top four characteristics that employees wanted in a leader. The top three characteristics are found in the four TF dimensions. Another nationwide study, conducted on 170 community leaders, found that employers might be able to predict subordinate satisfaction with their leaders 74% of the time based on the leaders transformational leadership behaviors. Joyce's review of the literature revealed positive correlations between transformational leadership and performance ranging from  $r = .15$  in laboratory studies to  $r = .40$  for group performance. In addition, the followers of transformational leaders are more satisfied with their jobs, more committed to

their organizations, and report putting more effort into their work.

**Does Transformational Leadership work all the time, across cultures, and scenarios?** Studies indicate that although effect sizes vary across cultures and types of organizations (e.g., business vs. military), a positive relationship between TF and performance and job attitudes is generally found. However, there is evidence that TF leaders tend to emerge in times of crisis or change (e.g., Rudy Guiliani post 9/11).

**Can transformational leadership be learned?** Yes, a study conducted on bank managers found that individuals were capable of learning or improving their TF abilities and these improvements led to increased organizational commitment scores (Barber, Weber, and Kelloway, 1996).

**Does Transformational Leadership work for everyone?** Studies indicate that TF has positive effects on job attitudes and performance on a wide range of people. Results from a series of studies reveals no significant differences in responses to TF leaders, between individuals with personality traits that might be resistant to the inspirational appeals of TF leaders (e.g., highly cynical or highly intellectual employees). TF leadership did have a stronger effect on individuals with low self-esteem however this effect was very small.

**How does TF work?** Joyce discussed how TF worked in regards to vision, self-efficacy, and emotions. The vision statements of TF leaders contained 10% fewer words, 40% less use of I (vs. we), 10% more positive affect words, 50% fewer references to past, TF leaders were also more likely to have visions about people than productivity and those visions were rated as better quality (more desirable) by groups of independent raters. In lab and field studies, TF increased an individual's task self-efficacy and increased goal specific, self-efficacy. Finally, a connection was made between a TF leader expressing positive emotions and task performance.

**Who are these leaders?** In business these individuals tend to be high in extraversion and openness to experience, with low scores on neuroticism. However, in government settings openness to experience was not related to TF leadership.

**Applied Issues.** There are some concerns about Measurement, as the MLQ has relatively low inter-rater agreement. Three ways of selecting TF leaders were briefly discussed: using personality traits (e.g., extraversion) or creating structured interviews or assessment centers focused on TF behaviors. Training some of the facets of TF may be difficult, such as teaching someone to be more inspirational. Transactional leadership behaviors are much easier to train and have tended to be the focus of business school leadership training. It was suggested that it is important to consider "personality-congruent" training when attempting to train leaders to be more inspiring, as the inspirational behaviors of an introvert and extravert might be quite different.

Joyce concluded the presentation by reviewing the problems, issues, and concerns in the real world. For example, there is no "TF for Idiots" Handbook available on bookshelves for managers; feedback of MLQ language is awkward; problems arise with existing survey measures of leadership; and finally "soft" skills are hard to sell.

## Member Profile

by Amanda Wuest and Ashley Guidroz

Lisa Perez is an Assistant Professor at Minnesota State University, Mankato. She began teaching in August of 2001. Lisa earned her Ph. D. in I/O Psychology at Bowling Green State University in 1998. Before her appointment at MSU, she worked for three years as a National Research Council post-doctoral fellow at the National Institute for Occupational Safety and Health.

At MSU, Lisa teaches Human Factors, Survey of I/O Psychology, Occupational Stress and Introductory Psychology. Since she joined MSU she has been actively involved with student research. During the last academic year, Lisa chaired two theses and was involved with three other committees. The research topics include organizational citizenship behaviors, conscientious as well as career and organizational commitment. She is currently chairing three student's theses which focus on work/life balance, interpersonal conflict, burnout and the Big 5. When Lisa is not chairing committees or teaching class, she is busily scheduling speakers for weekly colloquiums, participating on the Student Relations Committee for the College of Social and Behavioral Sciences and planning a faculty and student trip to Portugal and Spain for the European Association of Work and Organizational Psychology. She has also helped place students at internship sites which include ePredix, Data Recognition Corp, Minnesota Twins, Chiquita, Thrivent Financial for Lutherans and Multiple University Research Initiatives. Thus far, Lisa claims that the most enjoyable aspect of academia has been interacting and building relationships with students.

While at NIOSH, Lisa was involved with a long-term field study involving ergonomically designed keyboards and their ability to reduce musculoskeletal disorders. This study was conducted over a two year time period and took place in six different cities across the nation. In addition, Lisa studied occupational stress within a group of loggers working in Washington.

Lisa's current research interests focus on examining the relationships between occupational stress, job attitudes, and organizational citizenship behavior. She is also interested in continuing the work she did for her dissertation that examined occupational stress among ethnic minorities.

In her spare time, (yes she does have some) Lisa enjoys traveling, spending time with her family (she is the youngest of six children) and rooting for the Packers! Lisa also values the social aspect that the I/O program at MSU offers, which includes Wednesday nights at BW3s and Leine's red!

## 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 3<sup>rd</sup> 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 3<sup>rd</sup> Street (one-way). Enter the parking ramp on your right. The Humphrey Institute is across the street from the parking ramp, next to the Carlson Center.

## Continuing Education Credits

For Licensed Psychologists needing to meet the CEU requirements of the Minnesota Board of Psychology, remember that 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!

## Membership Information

If you are not yet an MPPAW member or have not renewed your membership, this newsletter has been sent to you as a courtesy. Please send in your membership fee if you wish to continue receiving the newsletter.

Call Sid Teske at 612-348-4443 or send an email to Sid.teske@co.hennepin.mn.us if you have any questions.

**MPPAW Officers and Key Committee Members**

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Address Correction Requested