

Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Carol Lynn Courtney, VP Programs

Thursday, September 19: Transformational Leadership

Joyce E. Bono, Ph.D. Assistant Professor, Department of Psychology, University of Minnesota

Joyce Bono became interested in studying transformational leadership when she “finally” found an academic theory that seemed to be consistent with her experience with successful leadership in the business world. Transformational leadership has been the most studied of any leadership theory in the last twenty years. In addition, there is considerable empirical support for the notion that individuals who report to transformational leaders are more motivated, more satisfied with their supervisors and their jobs, and perform better. More limited evidence suggests that these effects – increased satisfaction and job performance – are found at the level of the work group and the business unit.

Despite substantial support for these theories, there has historically been very little effort aimed at understanding the motivational processes which link transformational leaders to their followers. This has been the focus of Joyce’s work and will be the focus of her talk. Why do employees report increased motivation and satisfaction and perform at a high level when they work with a transformational leader?

Joyce’s plan is to begin with a brief overview of the results of the transformational leadership literature, linking leadership to the outcomes discussed above. She will spend the bulk of her time talking about the motivational processes involved in transformational leaders, attempting to link research findings to practice. She will close with a critique and discussion of what we don’t know.

Joyce E. Bono is an assistant professor in the Department of Psychology at the University of Minnesota. Her primary research interests are leadership and influence, personality, conflict, trust, and emotions at work. Her current research focuses on the role of follower personality and the expression of emotions in the leadership process, and the motivational effects of transformational leaders. Her research has been published in *Human Performance*, *Journal of Applied Psychology*, *Psychological Bulletin*, and *Journal of Personality*. In a previous life, she worked in management for 10 years – as a medical practice manager, physician recruiter, Vice President of a vocational training organization, and as Dean of Indiana Operations for Davenport College. She earned a Bachelor of Arts degree in Human Resource Management from Spring Arbor College, a Master of Science in Administration from the University of Notre Dame, and a Ph.D. in Business Administration (organizational behavior) from the University of Iowa. She lives with two cats in her home in Como Park, just four blocks from the lake. In her free time, she gardens, hikes, and weaves.

MPPAW Update

by Elise L. Amel, President

Fall is here and MPPAW is ready with a great line-up of speakers. Additionally, we are hoping to introduce a few exciting initiatives for the MPPAW crowd. Once you hear the details we are sure that you’ll want to pass the information and registration forms on to a friend or colleague (wink, wink)!

This year we hope to create a Task Force on Professional Affairs. This task force would be on call to educate local and state governmental bodies about issues such as the use of psychological testing within our field. If you would like to be a part of this task force, please contact me at elamel@stthomas.edu. Once we get a group of volunteers rounded up we’ll work on coordinating a time to meet and develop strategies.

To encourage more student members, we will be coordinating networking opportunities at our monthly meetings. Using the revered Peanuts image of Lucy’s counseling stand, we’ll set up a “Dr. is In” sign during the social hour. Each month we hope to have a different volunteer MPPAW member available to chat and answer questions about their work and career path.

In September, Dr. Carol Lynn Courtney will offer her 5-cent free “advice”. Dr. Courtney consults in the areas of Organization Development, Team Facilitation, Executive Coaching, Individual Assessment, Selection and Development Systems. She has worked with individuals and teams at a number of large and small companies throughout the U.S. and internationally. She has experience inside organizations (companies and consulting firms), external in consulting firms, her own practice and as an adjunct faculty member.

Please encourage any students you know to take advantage of Carol Lynn’s expertise and join us at the September meeting. Also, please let me know if you would like to volunteer your time at future MPPAW meetings.

We look forward to seeing you (and two of your colleagues) at our first meeting of the season, September 19!

May Presentation

Summary prepared by Adam Soderlind, Co-Secretary

The updated Myers Briggs Type Indicator® instrument and its applications in organizations.

Judy Chartrand, Ph.D. Divisional Director of Research and Development at CPP, Inc.

Dick Olson, Ph.D. Olson Consulting Group

Judy started the presentation with a brief overview of why the MBTI was revised. Due to user feedback, the Myers Briggs was updated for 21st century users, to simplify administration of the indicator, and to update item language. To resolve any psychometric issues, effort was made to ensure the revised MBTI was more precise, standardized, and weight of social desirability responses were considered. A handout was distributed which illustrated the Preference Dichotomies, Extraversion - Introversion (Energy), Sensing-Intuition (Information), Thinking-Feeling (Decisions), and Judging-Perceiving (Lifestyle). Following the overview, Judy reviewed the history of the Myers Briggs Type Indicator.

The history of the MBTI started in 1942, when Isabel Myers created Forms A, B, and C. The form responses were equally weighted and included gender weighting. Forms D, E, and F were created and published by ETS in 1962. From 1975 to 1986, CPP acquired the publishing rights and Form G was published. During that time period, a revised manual was published and Form J Type differentiator was generated. In 1998, another revision to the MBTI led to the creation of Form M, which contains 93 items.

Judy detailed the creation of Form M by breaking down the process. The initial item pool was 580 items, 290 items were from Form J and 290 were revised items. Example items that did not meet the revised criteria were displayed to illustrate some of the necessary changes to the MBTI for revision. Problem areas included wordiness, gender differences, and age differences. The pool was reduced to 264 type items with 30 demographic items. Demographic items included census data, work, leisure, relationships, children, birth order, spirituality, etc. Judy stated CPP was able to acquire individuals political party, but she was not sure what could be done with the party information.

Form M was then tested in a random sample across the nation. From 16,000 calls, 8,000 people were contacted, 4,000 agreed to complete the MBTI and approximately 80% returned the forms (N=3200). Theoretical item selection created an overall domain, kept items positively worded, included psychological opposite items, and extreme versus subtle differences. The richness of preference domains were good, while negatively worded items were rejected.

Items were revised through empirical item selection, precision in predictor ratio and IRT (Item Response Theory). The goal was also to minimize gender and age differences while increasing scale reliability. Judy displayed some of the item characteristic curves, noting that the cleanest I-E item was outgoing vs. quiet. Some items from Form G were placed on Form M, they may have been rephrased or updated to match requirements. Preference scores were available and with preference clarity categories: slight (1-5), moderate (6-15), clear (16-25), and very clear (26-30).

The National Representative sample was N=3009. All preferences were identified and compared in five large samples. The numbers indicated that Form M results were similar to prior research. Judy distributed a hand-out on Internal Consistency Reliability. Form M internal consistency reliability was found to be stronger in every preference dichotomy than Form G. Form M also had stronger

test-retest reliability than Form G given a 4 week interval between assessments.

Judy then provided a few more examples of updated items and unique responses to items, such as how individuals cope with stress. She illustrated differences in types in avoidance and religious beliefs. A fascinating statistic that Judy shared was the number of hours a person within a certain preference domain watched TV per day. 22% of ESFP watched 5 or more hours of TV. In summary to the revised MBTI, there are now 42 revised items, new IRT based scoring, one less item, and no separate weights for men and women.

Dick started his portion of the presentation by describing the potential uses of the MBTI, such as Team Building, Career Counseling, Coaching, and Assessment. Judy stated that it was not encouraged to use the MBTI for selection. Dick continued to describe the utilization of the MBTI tool, attempting to identify who would be a qualified candidate for a hypothetical plant manager position, who may have I or E, S - T - J. If an individual did not match this preference domain, they would not be ruled out for the position, but the MBTI would be used in combination with other tools to assess whether or not that position would be suitable for that individual. Dick stated there was no cut and dry answer on scoring.

Dick described an individual that he had hired recently, who turned out to be E-N-T-P, which seemingly goes against research that indicates a more qualified candidate would have been E or I, S-F-J. The result of the hire was an incredible worker that is doing a great job. Therefore, Dick reiterated the need to use the scores judiciously.

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 – 19th 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 19th Avenue and 3rd Street South.

Directions from the west: take I-94 east to the Riverside Avenue exit. Turn left onto 25th Avenue South. Cross over I-94 and then turn left onto Riverside. Follow Riverside to ¼ block past 19th 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 19th 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 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!

2002-2003 Calendar

by Carol Lynn Courtney, VP Programs

We have an exciting line-up of speakers this year. Mark your calendars for these upcoming MPPAW meetings.

Thursday, October 17:

Topic: *Assessment and Coaching from an Internal Practitioner Perspective*

Speakers: Karen Grabow, Land O' Lakes
Laurie Zaugg, United Health Group

Thursday, November 21:

Topic: *Teams*

Speaker: Andrea Olson, College of St. Catherine

Thursday, January 16:

Topic: *Work in an International Context*

Speaker: Joy Hazucha, PDI

Topic: *Variations in Personality at Work Across Cultures*

Speaker: Sharon Arad, Metrix Work, Inc.

Thursday, February 20:

Topic: *Creating Organizational Configurations*

Speaker: Mick Sheppeck, University of St. Thomas

Thursday, March 20:

Topic: *Performance Appraisal & Feedback*

Speaker: Angelo DeNisi, Texas A&M University

Thursday, May 15:

Topic: *Work Transitions in Psychology*

Speakers: Tina Decker, Best Buy Co.

Janice Mileo, MDA

MPPAW Officers and Key Committee Members

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Address Correction Requested