

Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Carol Lynn Courtney, VP Programs

Thursday, May 15, 2003: Mid-Career Changes: Becoming a Psychologist

Janice Mileo, J.D., Psy.D., MDA Consulting Group
Tina Decker, Psy.D., Best Buy Company

Janice Mileo made the transition to psychology and leadership consulting after spending 20 years as a lawyer and senior corporate executive. As the Vice President and Corporate Counsel of Travelers Express Company, Janice directed the legal department, was a member of the executive team, and was involved in the day-to-day management of and strategic planning for the corporation. In that role, she had the opportunity to see first hand the crucial role effective leadership plays in the success of an organization.

In her new role at MDA Consulting Group, Dr. Mileo practices in the areas of talent management, executive development and coaching, and human resource strategy. In this position, Janice has begun to apply the benefits of psychology to the hard work of achieving the strategic business goals of the organization.

From her unique perspective of internal, "real world" business experience and external, psychological consulting, Janice will:

- ◆ Share the story of her career transition
- ◆ Explore the wide differences between internal leader and external consultant

Janice received her undergraduate degree from Carleton College, her law degree from the University of Minnesota, and her Psy. D. from the Minnesota School of Professional Psychology at Argosy University.

Janice particularly enjoys helping business leaders see the value of the work we do as psychologists!

Tina Decker spent her early career consulting in the field of health care. After her children went to college she returned to graduate school. She found she was once again drawn to business, and worked for an International consulting firm prior to coming to Best Buy.

Dr. Decker is currently the Senior Vice President of Human Capital and Leadership for Best Buy Co., Inc. In this role, she is responsible for creating and executing strategies to ensure human capital excellence to support the financial growth goals of the company. Tina joined Best Buy in 2002. Prior to that, she was the account manager for the Best Buy/RHR relationship.

She was also the Director for the East Central Florida Memory Disorder Clinic and worked for Decker and Associates, Marketing and Management Consulting Firm specializing in the medical field.

Tina will offer her perspective on psychology in business, both from a consulting standpoint and as an internal executive. Tina will:

- ◆ Share her career transition stories
- ◆ Discuss the versatility that having an education in Psychology provides

Tina graduated with a Bachelor of Science from the University of Texas at Dallas majoring in Psychology and Cognitive Neuroscience. She has a Masters Degree in psychology and also received her Doctorate (PsyD) in Clinical Psychology from Florida Institute of Technology.

Tina and her husband reside in Minneapolis.

MPPAW Update

by Elise L. Amel, President

Well...it's hard to believe that another program year is quickly coming to a close! Thanks to Carol Lynn Courtney for her hard work coordinating our speakers. Additionally, through Joyce Bono's efforts, next year's program is gelling and will clearly maintain the momentum we've enjoyed this year.

We've been building a strong slate of candidates for next year's MPPAW board. Thank you to all who have volunteered. Everyone come prepared to vote on Thursday!

Good news! We will have another opportunity to share MPPAW's success secrets with SIOP members. Specifically, we have been asked to submit a piece to The Industrial-Organizational Psychologist (TIP) for the upcoming fall issue. Several of us have volunteered to work on it, however, if you have any clever ideas or additions, please contact me at elamel@stthomas.edu.

See you on the 15th!

Plan Ahead for MPPAW Meetings this Fall

The fall line up includes...

- ◆ **Stephan Motowidlo, University of Minnesota, on Cutting Edge Selection Research**
- ◆ **Rob Schneider, PDRI, on Social Competence**
- ◆ **Mark Schmit, Gantz Wiley Research, on Employee Attitudes (linking them to business results)**

MPPAW meets the third Thursday of each month beginning in September (except December and April). Mark your calendar now: September 18, October 16, November 20, January 15, February 19, March 18, and May 20.

March Presentation

Summary prepared by Adam Soderlind, Co-Secretary

Performance Appraisal and Performance Improvement: In Search of the Missing Link

Angelo Denisi, PhD., Department of Management, Texas A&M University

The presentation was based upon a paper that Angelo was working on at the time. The focus was on motivation and productivity in regards to performance appraisals. He described performance appraisal as a formal event that does not happen very often, has clear dimensions, includes evaluations and ratings. The obvious purpose of appraisals is to present employees with feedback and to make decisions about raises and promotions. The hidden purpose of appraisals for companies is to motivate and improve productivity.

The trends in appraisal research indicate that organizations are concerned over scale formats and how to get rid of errors within appraisals. If organizations were really concerned about improving performance, they would focus more on perceived fairness and perceived accuracy of appraisals. Organizations would adopt a motivational perspective and then practitioners might put more emphasis on academic research regarding appraisals. Practitioners are more interested in effective results than statistical validity. However, appraisals could be both effective as well as valid.

Research has been done numerous times on outcomes such as turnover, satisfaction, and perceptions. Very few studies have been done on actual performance changes. Much of the research that has been done on performance changes due to appraisals has been flawed by the lack of control and issues of self-serving bias by managers documenting improvements within their employees.

Angelo would like to implement an approach to performance appraisals that would be based on motivation, not simply measurement or accuracy enhancement. He believes motivation is the link between appraisals and performance improvement. The proposed model of motivation is based on the energy and needs of employees. Focus should be on each employees resource allocation.

Employees are typically evaluated on their actions and results of those actions. The evaluations lead to outcomes and need satisfaction. A series of connections would lead to effective performance appraisals, starting with Action-Results, Result-Evaluation, Evaluation-Outcome, and finally Outcome to Need Satisfaction. The emphasis would be on actions and results.

In order for practitioners to design appraisal systems that will impact the needed changes in behavior, focus should be placed on principles of motivation and feedback. Therefore, to maximize the benefits of the action-results connection, the employee must have the resources to perform the actions required, authority to do so, be solely evaluated over areas within their control, and have a strategy.

To maximize the benefits of the results-evaluations connection, the employee should receive clear communication of expectations, receive consistency of expectations among management, and receive timely appraisals and feedback. Employee perception of a fair and just appraisal system is key to the evaluation-outcome connection.

Organizations should only rate behaviors and outcomes, and should not rate traits. In addition, companies should implement a simple appraisal system so employees can understand what is expected for success. Ratings with feedback should be provided often, as feedback is often motivating. Training should be provided to management for most effective communication of feedback and performance review.

Some general conclusions, performance improvement is critical to organizations after appraisals. Research of appraisals should focus

on validity and accuracy only in relation to perceptions of fairness. The focus is on motivating change.

Angelo concluded the presentation with the following slide titled The Missing Link: "This realization changes the focus of our efforts, and the motivational piece of this process is, I think, the missing link between performance appraisal and performance improvement."

An Annual Rite of Passage for our Friends Down Under (in Mankato): the Consulting Challenge

By Carrie Christianson DeMay, Data Recognition Corporation and Dan Sachau, MSU I/O Psychology Program Director

The Masters Program in I/O Psychology at Minnesota State University - Mankato holds an annual consulting contest, the Consulting Challenge, in which teams of I/O graduate students from MSU and the University of Northern Iowa work together to develop and present a consulting project proposal.

Over the past several years, the challenge has developed a reputation as a sort of rite of passage from a first- to a second-year student of the program. During the two-day contest, students participate on three-person teams. Typically on a Wednesday morning in early April, the students are given a packet of information containing their team assignment, a request for proposal (RFP), a description of the host organization, a description of a problem that the organization is experiencing, and raw or reported survey data. After analyzing the data and meeting with representatives of the hosting company, teams prepare a written proposal that includes a budget, proposed timeline, and detailed intervention plan.

All aspects of the Consulting Challenge are handled in a real-life, professional manner. Heightened competition is inherent. It is not uncommon for the team members to work on this project over the two-day period with little or no sleep! The nearest Kinko's is frequented at all hours of the day and night for the printing of mock business cards, presentation binder materials, and any other handouts that may just give the team that polished and professional image needed to put them over the top. On Friday, each team presents their proposal to a panel of (real) managers, consultants, and faculty who rate the proposals and determine the winning team (i.e., the group the host organization would be most likely to hire as consultants based on the presentation). On that Friday evening immediately following the final presentation, a reception is held for the students and the winners are announced. A plaque prominently displayed in the office at each of the universities recognizes the members of each year's winning team; however, the sense of camaraderie, teamwork, and accomplishment felt by all "survivors" of the Consulting Challenge has been described as the true reward.

This year, the event was directed by Lisa Perez, Ph.D., Assistant Professor in the Psychology Department at MSU. Data Recognition Corporation served as the host organization at their Maple Grove Headquarters Facility. American Express Financial Advisors, United Health Group, Health Partners Corporation, and Mayo Health Systems have also hosted the event in previous years.

Member Profile

by Amanda Wuest and Ashley Guidroz

In honor of the conclusion of another academic year, MPPAW has decided to profile two students, Anna Chandonnet and Ana Maria Velez, who are graduating from the Masters program in I/O Psychology at Minnesota State University, Mankato.

Anna Chandonnet began her undergraduate career at the University of Wisconsin, River Falls as a chemistry major but her interests in psychology promised a more fruitful future, thus leading her to begin her graduate studies at MSU in the Fall of 2001.

While at MSU, Anna spent her first as a graduate assistant and was a member of a research team that later helped spawn the research question for her thesis. Under the guidance of Dr. Tilman Sheets, Anna is comparing the validity of pre-employment screening tests administered via Personal Digital Assistants versus computers. She is also working in conjunction with Dr. William Shepherd at ePredix for this project.

Anna currently works at Data Recognition Corporation where she is a Research Consulting Assistant. At DRC, Anna develops tools to support post survey action-planning, assists with preparing papers and presentations for conferences, researches usability testing, participates in onsite testing and focus group preparation and prepares client presentations and reports. Anna enjoys the variety of projects she works on, which gives her the opportunity to work with many different people within DRC. In the future, Anna would like to continue to work in the survey industry.

When Anna is not busy at DRC or finishing up her thesis, she spends most of her time with her friends, family and her husband Jeremy. Although, being a recent homeowner has her rifling through boxes of belongings more than reading articles! All in all, Anna maintains that her time at MSU was both one of the hardest and most gratifying experiences, but she will always cherish the friends she made at Mankato!

A fellow classmate of Anna Chandonnet, Ana Velez came to MSU, Mankato after receiving her undergraduate degree from Bishop's University in Quebec, Canada, but don't be fooled, she's not from Canada, eh! Ana is from South America and grew up in Bogotá Colombia. Ana started her undergraduate studies at Universidad de la Sabana in Bogotá and was a medical student at Universidad Javeriana before she decided to pursue a degree in Psychology.

As an undergraduate student in Psychology, she also worked as a teaching assistant for Personality and Biology courses. Her experiences as a T.A. came in handy at MSU where Ana's graduate assistantship required her to tutor five Biology courses. Her research interests at MSU have been partly driven by her extensive medical background. Under the direction of Dr. Lisa Perez, Ana is trying to predict the experience of burnout in nurses using the Big Five Personality taxonomy.

Prior to her experiences at MSU Ana worked in Bogotá at OAG-Yankelovich Partners as an in-depth interviewer and research assistant for qualitative market research. Last summer she interned at Chiquita Brands International where she developed a training program for human resources personnel and also conducted a skill-needs assessment in regional offices and local business units in Costa Rica, Honduras, and Central America.

Currently, Ana is looking for a job in OD or HR in the Cleveland area.

In the future, Ana would like to apply what she learned during her time at MSU to organizations in Colombia and Latin America. In

addition, Ana would also like to find an opportunity to combine her previous medical background with her degree in I/O Psychology to work as a consultant in the health care industry.

Throughout all of her time spent in Mankato, Ana says the best part of the I/O program at MSU was the difficult, but challenging classes and the real-world perspectives and experiences she has gained!

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!

MPPAW Officers and Key Committee Members

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MPPAW Website: www.mppaw.org

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Address Correction Requested