



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Joyce Bono, VP Programs

Thursday, November 20, 2003: The Quality of Inferences Made in Competency Modeling

Filip Lievens, Dept. of Personnel Management & Work and Organizational Psychology, Ghent University

Despite the growing popularity of competency modeling, no empirical studies have examined the quality of inferences that are made in competency modeling. Our speaker this month, Filip Lievens, will talk about this topic.

Filip is an unusual MPPAW presenter in several ways. First, he is only a temporary member of our Minnesota community. He is visiting the University of Minnesota this fall as a Fulbright Scholar from Belgium. Second, in addition to giving the traditional MPPAW talk focused on psychology at work, we have also asked Filip to share his perspectives (and answer our questions) about differences between I/O in the U.S. and Europe. This should be particularly beneficial as an increasing number of MPPAW members practice work psychology internationally.

Filip is an Associate Professor at the Department of Personnel Management, Work and Organizational Psychology of Ghent University, Belgium. He is known for his work on the construct validity of assessment centers, on alternative selection procedures (e.g., assessment centers, situational judgment tests, on-line assessment), and on organizational attractiveness. In the few years since he received his Ph.D. (1999), Filip has been filling journal pages on these topics. His work has been published in *Journal of Applied Psychology*, *Personnel Psychology*, *Journal of Occupational and Organizational Psychology*, *Journal of Organizational Behavior*, *International Journal of Selection and Assessment*, and *Applied Psychology: An International Review*.

Filip also works as a consultant, including engagements in which he worked on the development and validation of video-based situational judgment tests for the Admission Exam 'Medical and Dental Studies' in Flanders, the development of assessment center exercises, the provision of assessor training, and several validation studies of large-scale selection procedures.

In his MPPAW presentation, Filip will use his practical experiences with a multi-national production company—examining the quality of their competency modeling endeavors—as the starting point. Then he will present a series of studies (both laboratory and field studies) about the reliability of inferences made in competency modeling. The general aim is to identify through empirical research a list of design considerations that should guarantee the quality of competency modeling in organizations. Specific questions Filip has addressed in his research include: What is the quality of inferences made in competency modeling? How does competency modeling compare to traditional job analysis? What factors affect the quality of the inferences made in competency modeling? Which design characteristics might increase the quality of the inferences?

In general, the results of Filip's research suggest that competency modeling is not good or bad, per se. Rather, depending on various design considerations (e.g., composition of SME panels, number of raters required, number of jobs to be rated, provision of task-related information) there seems to be great variability in organizations in the quality of their competency modeling.

Please join us on November 20 at the University of Minnesota, Humphrey Center - Room 180, for this talk.

Note Location Change: Due to poor sound quality, we will no longer be holding meetings in West Bistro. The November and January meetings will be held in Humphrey Center, Room 180 (this is the room we used for the past couple of years). *Thanks for your flexibility!*

MPPAW Update

by Carol Lynn Courtney, President

It was another record turnout last month for our meeting. Thanks to Rob Schneider for his patience in dealing with the technical difficulties associated with the lack of a microphone in the meeting room. To address this issue, along with the noise problems, Joyce has informed us that the HHH 180 room is now available again for most of the rest of our meetings. This is the room where we previously met for a number of years. We will be there for our November meeting. Thanks again to Joyce for being so on top of this issue.

I would also like to acknowledge the contingent that attended from the University of Minnesota at Duluth. Professor Alexandra Luong, along with a number of students, commuted here just for the meeting! Thanks for the effort and welcome! As always, Dan Sachau and the students from MSU-Mankato were present in large numbers. These are some of the reasons that our student membership has grown from 34 to 49 compared to last year.

We are very excited about our November talk. Due to member interest, we have worked hard to include an international perspective in our program the last couple of years. This year, Filip Lievens, visiting Fulbright Scholar to the University of Minnesota from the University of Ghent, will be speaking on competency modeling and share his European perspective on I/O. Please introduce yourself to Dr. Lievens and help him to feel welcome!

Sid informs me that we have a total of 142 members (71 professional members, 22 CEU professional members, and 49 student members).

This membership is the best it has been at this point in the program year. Again, please check with your colleagues to make sure they are current members.

As a reminder, the pro bono SIG group will be meeting during the conversation hour. Please look for Elise Amel, Ed Siegel or me. See you on November 20!

September Presentation

Summary prepared by Christine Stanek, Co-Secretary

Social Competence Complex: Winning Friends and Influencing People Revisited

Robert Schneider, Ph.D., Personnel Decisions Research Institutes

Dr. Rob Schneider presented a program of research on social competence that he has undertaken with various colleagues over the past decade. According to Dr. Schneider, there are numerous reasons why I/O psychologists should care about social competence. These include the team-focus of many work environments, the increasing diversity of the labor force, the increasing importance of networking, and the increasingly service-oriented economy. He also noted that because people are changing jobs and careers more often, the ability to decode and fit into new organizational cultures and new career-cultures has become more important.

Dr. Schneider defined social competence as a "constellation of constructs that account for differences in the extent to which people are able to achieve social goals to which they are committed." Achieving social goals involves getting people to act, think, or feel a certain way by creating opportunities for interaction, planning interaction strategies, interacting with others, and/or adapting to others.

Dr. Schneider described two studies with U. S. Air Force enlistee and university student samples in which he and his colleagues investigated the dimensions of social competence and its overlap with other constructs. Social competence was measured in these studies using the PDMI Social Competence Inventory (SCI), a self-report instrument that measures interpersonal personality traits (e.g., warmth, social openness, social calmness, charisma), social intelligence (e.g., social appropriateness, social planning ability, social insight), basic and applied social skills (e.g., conversation skills, listening skills, coaching skills), and social self-regulation (e.g., impression management, emotion control).

Factor analysis of SCI scales in these two distinct samples revealed four similar social competence factors: Social Mastery, Social Maturity, Social Responsiveness, and Social Control. A fifth factor, Social Intelligence, was found in the university student sample. Dr. Schneider defined these factors as follows:

Social Mastery – Achieving a sense of comfort, confidence, control, connection, and understanding in social situations.

Social Maturity – Behaving in a socially mature and appropriate way through control of negative emotions and appreciation of others, including those who differ from oneself; and dealing effectively with people who are upset, difficult, or require patience.

Social Responsiveness – Expressing felt emotions; demonstrating warmth toward, acceptance of, and interest in socializing with others.

Social Control – Developing and implementing plans or utilizing personal charisma to control, and possibly use or get back at, others.

Social Intelligence – Knowing and executing the correct behaviors in a variety of social situations; possessing keen insight into, and detailed memory of, people and their behavior; and listening to others in a manner that ensures understanding and demonstrates interest.

Dr. Schneider indicated that one particularly interesting finding from his research is that all but one of the social competence factors are mixtures of positive and negative characteristics. For example, people scoring highly on the Social Responsiveness factor tend to be neurotic, and people scoring highly on the Social Control factor tend to be alienated and aggressive.

Dr. Schneider reported that the SCI factors show some predictable correlations with occupational preferences. The highest correlations

were between Social Control and preference for jobs classified as "Enterprising" within the RIASEC interest taxonomy, and between Social Responsiveness and preference for jobs classified as "Social." He and his colleagues also found significant relationships between SCI factor composites and social performance indicators. He reported multiple correlations of .30 with number of leadership positions held in high school, .28 with number of social activities engaged in per week, .35 with number of friends, and .44 with number of close friends.

Dr. Schneider and his colleagues have also investigated gender and race differences in social competence. They found that women scored moderately higher than men on an overall SCI composite in the university sample and the same as men in the Air Force enlistee sample. They found that blacks scored moderately higher than whites on overall social competence in the Air Force enlistee sample.

Dr. Schneider addressed the relationship between social competence and emotional intelligence. The nature of overlap depends on whose model of emotional intelligence one is referring to. There are currently two primary models of emotional intelligence: ability models and mixed models. These different models involve different definitions of emotional intelligence, different goals, and different types of measures. Dr. Schneider indicated that social competence shows some overlap with, but is also distinct from, emotional intelligence in both of these models.

Dr. Schneider discussed the numerous ways in which social competence can be measured. He concluded by describing a video-based social knowledge test (SKT) that he and his colleagues are developing. The SKT requires examinees to identify effective and ineffective social behaviors in 20 videotaped social scenarios, together with reasons why those behaviors are effective or ineffective in those scenarios. The SKT requires examinees to respond using an open-ended format. The scenarios encompass all dimensions of a social performance taxonomy recently developed by Dr. Schneider and his PDMI colleague, Dr. Jeff Johnson. Dr. Schneider showed two of the scenarios in the SKT to the audience, and indicated that early results have been promising. The SKT will be validated during Winter-Spring 2004 against a social performance measure based on the Schneider and Johnson social performance taxonomy.

Announcements

Marketing Research Association will sponsor the following:

HIPAA and How it Affects Marketing Research

Thursday, November 20, 2003, 11:00 A.M. to 1:30 P.M.

Wyndham Garden Hotel, Bloomington

Guest speaker: Tom S. Schroeder, Faegre & Benson

End User's Continuing Dilemma: How to Add Value and Demonstrate ROI in the Research Process

Wednesday, December 3, 2003, 7:30 A.M. to 9:00 A.M.

Land O'Lakes

Moderator Linda Devroy, Manager of Marketing Research

Cost to attend either event is \$35 for Members, \$45 for Guests. For more information about these or other MRA events, contact Clark Kristensen at 651-905-7893 or info@mnmra.org.

Job Postings can now be found on the MPPAW web-site. Current job openings include **Consultant** positions with Questar Data Systems, Lominger Limited, Psychological Associates, and Ganz Wiley Research; and **Assistant Professor** positions with Minnesota State University at Mankato, University of Indianapolis, Carlton University in Indianapolis and North Carolina State University. To see these and other career opportunities, select the link to "postings" at www.mppaw.org or type the following address into your web browser: <http://www.mppaw.org/Links/bulletin%20board.htm>.

Member Profile

by Megan Pavot, Co-Secretary

Carrie Christianson DeMay, Data Recognition Corporation

Carrie is from a small town in Iowa about 15 miles west of Des Moines, called Waukeke. She currently lives in Shakopee with her husband Darren, 3-year-old daughter Payton, and 2 dogs. Sammy is a black lab mix and Calvin is a Yorkshire Terrier. She remarks, "If you are familiar with Yorkies, then you know that Calvin is in charge of us all." She and her husband are also excited to be expecting a baby in April.

Upon her graduation from high school, Carrie moved from rural Iowa to southern California to "experience some culture" and attend college. She lived there for about 5 years and earned a Bachelor's degree in Psychology from California State University, Long Beach. At that point, she decided she had experienced enough culture, and moved back to the Midwest. She then earned a Master's degree in I/O Psychology from Minnesota State University, Mankato.

Carrie became interested in survey research while fulfilling her graduate program's internship requirement at Questar. She was employed with Questar for just under a year, and then began working in the Survey Division at Data Recognition Corporation, where she has been for over 6 years. One of the things she likes the most about the field is that it combines her two favorite disciplines – business and psychology. She says that may sound simplistic, but, as an undergraduate, she struggled over the decision between the two. In fact, she switched back and forth several times, unaware of the field of I/O psychology. So, you can imagine her wonderment and delight when she discovered I/O – the best of both worlds! In her words, "You just don't get many breaks in life like that!"

Carrie works in the Survey Division at DRC, but in two departments. In the Account Management Department she holds the title of Manager, Project Teams. This is her primary position. In this role, she focuses most of her time on designing and implementing large scale 360 and employee opinion programs – mostly online these days. She also works in the Consulting Services Department as a Research Consultant. In this role, she also focuses primarily on 360 and EOS, but more as a researcher. The thing that she enjoys most about her job is the great breadth of opportunity that the two roles offer. She never has the same day twice. And her day seldom turns out to be what she expects when she plans her schedule in the morning, which keeps it interesting and exciting.

Carrie became a member of MPPAW as soon as it began and is now serving as the Treasurer Elect of the organization.

Besides I/O psychology, she enjoys camping and water skiing with her family, and working on her ever-expanding list of home decorating and craft projects.

Format of Meetings

Meetings begin at 5:30 p.m. with a social hour, followed by the presentation. The presentation begins at 6:20 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 attendance at each MPPAW event 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!

Hot Off the Press

Be the first on your block to receive your MPPAW newsletter! By getting your newsletter via e-mail you will save MPPAW money AND find out what's happening days before the post office delivers it to your friends and co-workers. To change from snail mail to e-mail, contact Sid Teske: Sid.teske@co.hennepin.mn.us.

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MPPAW Website: www.mppaw.org

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Address Correction Requested