



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Joyce Bono, VP Programs

Thursday, October 16, 2003: Social Competence Complex: Winning Friends and Influencing People Revisited
Robert Schneider, Personnel Decisions Research Institute

There is no denying that social competence is an important topic in applied psychology. Successful performance at work is intimately linked to success in dealing with people. Many jobs require teamwork, excellent customer service, and interaction with people who are increasingly diverse. The need to network effectively with colleagues to maintain careers has never been more important. The need to play politics has been, and will continue to be, an important part of organizational life. Therefore, it is not surprising that a number of the dimensions of job performance that have emerged in the literature are interpersonal in nature.

During this talk, Dr. Schneider will discuss social competence and its relevance to applied psychology, focusing largely (though not exclusively) on research that he and his colleagues have conducted over the past decade or so. Topics to be covered include:

- ◆ Definition and dimensions of social competence and socially competent job performance
- ◆ Relationship between social competence and traditional individual difference domains such as intelligence, personality, and interests (Is social competence just g or personality?)
- ◆ Relationship between social competence and emotional intelligence
- ◆ Measurement and validity of social competence
- ◆ Description and demonstration of a video-based approach to measuring social knowledge that Dr. Schneider and his colleagues have recently developed for the U. S. Army
- ◆ Development of social competence through training and organizational socialization

Dr. Schneider's research on social competence began with his doctoral dissertation. Using that research as a point of departure, he developed -- and has periodically refined -- a Social Competence Inventory that now measures 25 distinct and coherent dimensions of social competence. Most recently, Dr. Schneider and his colleagues have been working with the U. S. Army Research Institute to formulate and test a theory of socially competent work performance for U. S. Army officers.

Rob Schneider has been with PDRI since 1993, and is currently a Research Scientist there. His work experience has focused on job analysis; development, evaluation, validation, and implementation of selection systems; job performance measurement; and competency modeling. Dr. Schneider has also published several frequently cited journal articles and book chapters with various colleagues, primarily on non-cognitive attributes and their relevance to I/O psychology, and presents his work regularly at SIOP.

Dr. Schneider obtained a B.A. in English Literature from Carleton College in 1982 and a Ph.D. in Industrial/Organizational Psychology from the University of Minnesota in 1992. In addition to MPPAW, he is a member of the Society for Industrial/Organizational Psychology and the American Psychological Association.

To learn more about Rob Schneider's work on social competence, join us on October 16!

Note Our New Location: Please note the change in our meeting location. The October meeting will be in West Bistro in the Humphrey Center (take elevator down one level).

MPPAW Update

by Carol Lynn Courtney, President

The year was off to another great start with a strong turnout (standing room only!!) for Steve Motowidlo's talk on personality and situational judgment tests. And Rob Schneider's upcoming presentation should create some wonderful discussion.

As to our new room, **Joyce Bono** told me that the issues people raised are being addressed. We will be supplied with a screen, podium, and microphone that will allow the speaker to be better heard and seen. We will also have more chairs. Thanks to Joyce for working hard to resolve these issues, and thanks to all of you for your patience as we make this all work.

Check out the most recent TIP (October 2003) for an article spotlighting MPPAW written by our own **Elise Amel** and **Kyle Lundby**. Thanks to both of them for their work! We also have a new board member to welcome. **Megan Pavot** from Minnesota State University (Mankato) is replacing Adam Soderlind from Capella University as co-secretary for MPPAW. She will be responsible for member profiles. Meanwhile, **Christine Stanek** (also from Mankato) has taken on the other co-secretary role of summarizing the past presentations. Many thanks to Adam for his work over the past year.

At the September meeting, Elise announced the start of the "pro bono" SIG (Special Interest Group). We know there are a number of MPPAW members that engage in some form of pro bono work. This could be a forum for members to gather ideas and learn from the experiences of their colleagues. Those interested should meet during the next conversation hour (5:30-6:20). Elise, **Ed Siegel** and I will serve as a resource for this group.

Sid Teske informs me that we have a total of 117 current members (59 professional, 18 CEU professionals, and 40 students). **Nikki Moore** tells us that the new Paypal system has worked out great (thanks to Nikki for setting this up). Please check with your colleagues to make sure they are current members. Also, bug others that may be new to the area and are looking for a group such as MPPAW. Here's to a continued strong year!

Member Profile

by Adam Soderlind, Co-Secretary

Sally Blecha, Senior Consultant, Questar

Sally is a native Minnesotan, born and raised in the Twin Cities area (although she claims no Scandinavian blood – she is actually 100% German-Austrian-Bohemian!). Unlike most MPPAW members, she is not an I/O psychologist! She received her BA in English and Theater from the College of St. Catherine in St. Paul, and her MA in Business Management Education (that's what they called it before there was an official Masters program in Training & Development) from the University of Minnesota. Most of what she knows about I/O psychology has been the result of working with some phenomenal people over the years: Phil Jury, Jill Rovner, Jim Miller, Carol Lynn Courtney, Jeff Johnson, Andrea Olson, Kris Fenlason, Kyle Lundby, Sarah Hezlett, and now Anna Erickson.

Sally has had a rather eclectic career. She did legal research and marketing at the old Control Data Corporation, and then taught high school for five years. Once she decided that dealing with teenagers was not her forte, she went back to school to get her masters. An internship led her to the field of survey research; Sally discovered she had a "knack" for it and she has been there ever since. She has worked on the inside (Burlington Northern Railroad, Honeywell) and on the outside at three different consulting firms.

She has been at Questar now for over 13 years. As a senior consultant in organizational research, she designs survey programs, develops content, analyzes data, and presents results. She also does a fair amount of group facilitation and training. She is not a researcher at heart – she tends to be more pragmatic and always looks to answer the question "How can I (or my clients) use that information?" One of the things she likes best about this field is knowing that what she is doing can make a difference in the lives of employees, and in the success of their employers. Helping people "figure things out" and see connections is very gratifying – she can't imagine doing anything else. But if she did go into another field, it would be some type of communications consulting. Sally has done a lot of work with individuals on presentation skills; she once co-taught a course on getting over the fear of public speaking. Of course, as a former theater major, that was never a problem for her!

Sally is married to a professional actor/writer/director, Scott Keely. They have no children, although she doesn't feel deprived – between "real" and "pseudo" nieces and nephews, she has helped raise 17 kids!

She unwinds most days by reading, especially mystery novels, and doing the NY Times Sunday crossword puzzle (which may take her all week to finish!). She also likes to go antiquing, and collects dragons. She has candles and candlesticks, oil lamps, music boxes, jewelry, belts, mugs, rugs – you name it! Having spent a good deal of her business life on planes, she and her husband prefer to vacation by car. They will take two weeks and just drive – direction doesn't matter. The destinations are fairly "unscripted" on most vacations.

She has been part of MPPAW since it began; she actually was a member of its predecessor ABSORB. She looks forward to seeing old friends at the monthly meetings and catching up.

September Presentation

Summary prepared by Christine Stanek, Co-Secretary

Extracting Trait Information from Judgments about Behavioral Effectiveness

Steve Motowidlo, Ph.D., University of Minnesota

We can learn a lot about personality by simply asking people for their judgments about the effectiveness of behavior, suggested Dr. Steve Motowidlo during his presentation on situational judgment tests (SJT). Furthering his study of contextual performance, Dr. Motowidlo and two I/O graduate coauthors, Amy Diesch and Hannah Jackson, conducted ten SJT studies over the past 3 years. These studies form a set of research to test the overall hypothesis that SJT formats allow us to predict work behavior in a way that is more resistant to faking than personality tests seem to be. The results, Dr. Motowidlo believes, tell a story about the utility of SJT in selection.

The personality traits of focus in the studies are the Big Five's extraversion, agreeableness, and conscientiousness, and intelligence. NEO test scores were used to correlate with the SJT scores. To determine if there was predictive ability of the SJT method to tap the personality characteristics in question, the team started with a sequence of three studies using SJT open item questions in an interview format. In the first study, participants were presented with contextual job situations related to meeting customer needs, deadlines, and teamwork. They were asked to respond to the open-ended items with written responses. In study two, to test for fakeability, participants were told that they were being reviewed for selection into a company and were given a profile of the type of person the company was looking for. One profile indicated someone who was high in agreeableness/conscientiousness (cooperative, team player, dependable, organized), and the other low in agreeableness/conscientiousness (adaptable, independent, competitive). To ensure inter-rater reliability, the third study involved videotaped interviews and each interviewer watched and rated all interviews. Based on the correlations of the SJT items and the NEO, these studies provided evidence that SJT items yield information about underlying traits - particularly extraversion and agreeableness.

Encouraged that people may describe effective courses of action that reflect their own traits, Dr. Motowidlo and his colleagues developed a model displaying their theory of SJT responses. The model illustrates how traits play out into effective, or ineffective, behaviors, as moderated by situational demands. Therefore, a person's beliefs affect what they perceive to be effective, what they endorse, and what they will actually perform in an organization. For example, when a behavioral trait is agreeable, and the person is highly agreeable, they will likely think the behavior is more effective, and are also more likely to behave in an agreeable way.

The next two studies were aimed at supporting this theoretical model. The three hypotheses were: behavioral effectiveness is driven by "behavioral traitedness" (a trait that is demonstrated through behavior); a person's traits shape their beliefs about effectiveness; and individuals' traits affect their beliefs of the effectiveness of behavior of SJT items. Interpersonal and problem-solving situations were provided. The effective responses of agreeableness, extraversion, and conscientiousness, in addition to intelligence, were supported in these studies when correlated with the NEO and Wonderlic test scores. These studies supported the model, and showed yet more promising results that there are relationships between a person's traits and their scores on the SJT.

Studies six and seven used items created specifically for high and low extraversion, agreeableness and conscientiousness. Ratings of effective behaviors that reflect high and low levels of the endorsed traits

were positively correlated with the NEO, using judged traitedness. These results provide support for creating SJT items that are loaded with trait information.

In order to validate the results with closer-to-real-world scenarios, role-play skits were created for study eight. The videotaped skits were designed to elicit expressions of agreeableness and extraversion, and were then judged by raters. A correlation was found between the agreeableness scores and the SJT -- a correlation that was actually stronger than the correlation of agreeableness and the NEO. This study indicates that for agreeableness, behavior is predicted well.

How fakeable are SJT agreeableness items? This was the question posed for the final two fakeability studies. In one of four job applicant conditions, participants were told to respond honestly, while others were told to create a particular impression, similar to those in the second study. In this manipulation, the SJT was found to be less fakeable than the NEO.

Dr. Motowidlo concluded that open-ended responses to SJT items could yield information about agreeableness, extraversion, and conscientiousness, suggesting alternative measures for these traits in paper-and-pencil or interview form. In the SJT for management positions, the degree to which SJT responses express extraversion, agreeableness, and conscientiousness and intelligence determines how effective they are. An SJT developed to tap agreeableness shows some evidence of construct validity in relations with NEO agreeableness and role-play scores, and is less fakeable under some conditions than the NEO agreeableness scale.

This work is not yet published, and Dr. Motowidlo suggests field studies are needed to tap personality traits and measures of contextual job performance (e.g., cooperation, teamwork, helpfulness, etc.). If you have an interest or resources for an SJT field study, Dr. Motowidlo would welcome the opportunity to talk more about it.

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 the West Bistro in the lower level of the Humphrey Building. 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!

MPPAW Officers and Key Committee Members

		Phone	e-mail
<i>President</i>	Carol Lynn Courtney – Courtney Consulting Group	612-926-8321	Courtneyconsulting@msn.com
<i>VP, Communication</i>	Anna Erickson – Questar Data Systems	651-683-8697	aerickson@questarweb.com
<i>VP, Programs</i>	Joyce Bono – University of Minnesota	612 -625-1844	jbono@umn.edu
<i>VP-Elect, Programs</i>	Marcia Sytsma – Olson Consulting Group	952-830-1190	msytsma@olsonconsultinggroup.com
<i>VP, Membership</i>	Sid Teske – Hennepin County	612-348-4443	Sid.teske@co.hennepin.mn.us
<i>Program Advisory</i>	Dan Sachau – MN State U., Mankato	507-389-5829	daniel.sachau@mnsu.edu
<i>Co-Secretaries</i>	Adam Soderlind – Capella University	612-659-5430	asoderlind@capella.edu
	Christine Stanek – MN State U., Mankato	763-212-5285	cstanek@carlson.com
	Megan Pivot – MN State U., Mankato		
<i>Treasurer</i>	Kyle Lundby – Data Recognition Corp.	763-268-2106	KLundby@datarecognitioncorp.com
<i>Treasurer Elect</i>	Carrie Christianson DeMay – Data Recognition Corp.	763-268-2136	CDeMay@DataRecognitionCorp.com
<i>CEU Coordinator</i>	P. William Kirkpatrick – Swanson, Kirkpatrick, Salmi	952-926-9852	kirkpatrick@sksonline.org
<i>Website</i>	Nikki Moore – MN State U., Mankato		webmaster@mppaw.org
<i>MPPAW Website:</i> www.mppaw.org			

© Copyright 2003, Minnesota Professionals for Psychology Applied to Work, MPPAW, encourages other groups to reprint articles from the MPPAW Newsletter, provided that credit is given to the author(s) and to the MPPAW Newsletter. All statements expressed in this newsletter are those of the authors and do not necessarily reflect the official opinions or policies of the Minnesota Professionals for Psychology Applied to Work, MPPAW. Contact Anna Erickson, VP, Communication for information to be included in this newsletter.

MPPAW
c/o Questar Data Systems
2905 West Service Road
Eagan, MN 55121-2199

Address Correction Requested