



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Joyce Bono, VP Programs

Thursday, February 19, 2004: I-O Psychology and the Law

Frank Landy, Ph.D., Professor Emeritus, Penn State University / CEO, SHL Landy Jacobs Litigation Support Group

The link between I-O psychology and the law stretches back to Hugo Munsterberg. As the father of the polygraph, he was called upon to use his psychometric skills for Harper's Weekly in 1907 to determine the truth of a witness in a murder trial. For his efforts, Munsterberg, and psychology, were ridiculed by Clarence Darrow – an uneasy start for forensic psychology. For an insider's view of psychology and the law today, join us in February for a conversation with Dr. Frank Landy.

Over the course of his career, Frank transitioned from academic, I-O, researcher and consultant into full time work as an expert witness. Frank will talk to us about issues including a) the qualifications for an expert witness, b) the definition of scientific testimony, c) the role of statistics, d) the importance of various "authorities" (such as the SIOP Principles, APA Standards, and Uniform Guidelines), and e) the often uneasy conflict between the standards and architecture of "science" and the practice of the law.

This information will be presented by way of some of Frank's colorful stories from inside and outside the courtroom. Frank will talk about the range of topics that appear in the testimony of I-O psychologists, sharing details of cases in which he has appeared in the past few years. In addition, he will share the results of a series of interviews he recently completed with Federal District Judges on their experience with I-O psychologists as expert witnesses.

After spending one career in a traditional academic setting as a professor at Penn State, Frank started a second career in litigation support. He currently directs a litigation support practice for SHL. His team includes three senior testifying experts (besides Frank, there is Mark Schmidt – who was scheduled to be one of our MPPAW presenters before being kidnapped by Frank last year – and Jone Papinchock), 5 Ph.D. psychologists, two individuals with master's degrees in I-O, and two B.A. psychologists. Frank's group handles a "case-load" of about 40 human factors and employment discrimination cases per year.

This fall Frank introduced a new I-O psychology text published by McGraw-Hill, a book likely to appear on the reading list of many of us who teach Intro to Work Psychology. In the book, he raised issues related to the widening gap between the practice of I-O psychology and the practice of employment law. During his MPPAW presentation, Frank will address some of these issues as well.

Throughout his career, Frank has been an active contributor to the research literature in applied psychology – on topics and in journals too numerous to list here! Recently he has been writing a series of interesting pieces on his early years in work psychology for The In-

dustrial Psychologist. Over the years, he has been an active contributor to SIOP and APA and is currently editing a book for SIOP on employment discrimination and I-O psychology.

Mark your calendar for February 19 for pizza and social hour, followed by Frank Landy on psychology and the law in the Humphrey Center auditorium.

MPPAW Update

by Carol Lynn Courtney, President

We had another record turnout for the January presentation. Dr. Gordy Curphy shared some of his ideas on leadership and discussed his thoughts on managerial incompetence. As with our other programs, we had a standing room only crowd in HHH 180 at the Humphrey Center.

MPPAW is very excited about having Frank Landy as our invited speaker in February. Dr. Landy will be speaking on employment litigation and he will be presenting in the auditorium, so there will be plenty of room. Again, please let us know if you would be interested in being a presenter or would have ideas for future speakers. Our program is almost complete for next year so you would have some time to get your presentation ready. We will consider all ideas as we continue to balance the research/practice model and member interest.

Sid informs me that we have 164 (113 professionals, 51 students) paying members. This is the highest in the history of MPPAW! Thanks to all for your support and helping to grow the organization.

See you at the meeting on February 19th!

Announcements

Psychologically Healthy Workplace Award

Do you work for or with a company that provides an exceptional work environment for their employees? The Minnesota Psychological Association (MPA), in coordination with the APA, sponsors three awards per year to businesses that exhibit a positive, healthy organizational climate, called the Psychologically Healthy Workplace Award (PHWA). Awards are provided for 1) large companies (> 1000 employees), 2) small companies (< 1000 employees), and 3) non-profits.

It's easy to apply. For more information, visit the MPA website: www.mnpsych.org. Application deadline: **March 12**.

January Presentation

Summary prepared by Christine Stanek, Co-Secretary

What We Really Know About Leadership (But Seem Unwilling to Implement)

Gordy Curphy, Ph.D., President C³ - Curphy Consulting

Dr. Gordy Curphy's background has provided him many opportunities to formally study and practice leadership. He candidly shared some of his experiences, research, definitions of leadership, and insights into why effective leadership practices are often not implemented consistently in organizations.

Dr. Curphy defined the *ends* of leadership as results, and the *means* of leadership as teams. A successful leader gets work done through others, according to Dr. Curphy and his colleague Robert Hogan, Ph.D. Leaders build high-performing teams. While the definition of effective leadership is theoretically intuitive, organizations still struggle with consistently implementing sound leadership practices.

There are two traditions of leadership research, according to Dr. Curphy. The first, the Troubadour tradition, was a term coined by Robert Hogan. It refers to the research and resulting literature that is high in entertainment value, and low on external validity. An example is the book *Who Moved My Cheese*. While vastly popular, the content of such material does not seem to be effective in helping leaders consistently implement positive leadership practices. The second tradition of leadership research, the academic tradition, is high on internal validity, but provides little value to real leaders. For example, academic research has shown that taller people are better leaders. This research offers neither direction, nor practical value for the shorter, yet driven, aspiring leaders. Further, the day-to-day challenges of being an effective leader often look different in practice than some academic literature may reflect.

Next, Dr. Curphy shared his "Top Ten List of Leadership":

1. A Leader is a Leader is a Leader – Troubadour *and* Academic Traditions have found that leaders are good decision-makers, manage stress well, are self-confident, and are good at planning and organizing.
2. Individual Differences Matter – g, personality traits, and values all matter; it is important to not rely on personal interview only – those with debilitating traits do well in interviews.
3. Leader Incompetence – often resulting from unclear expectations, lack of accountability, poor selection processes, and poorly designed development programs.
4. Integrated Leadership Talent Management Practices Improve Organizational Performance – competency models are important at all levels of leadership.
5. Leadership Strengths and Weaknesses are Context-Specific – use a stop/start/continue method to determining what leadership practices are effective in a particular environment.
6. Clear, Measurable Goals Make a Difference – use the SMART method to define goals because the higher one goes in an organization, the less the expectations are concrete. Clear goals drive clear behavior.
7. Feedback Helps – positive and negative feedback can accelerate performance through accountability mechanisms.
8. Building Teams is a Crucial Leadership Skill – often people lack the practical "know how" to get results; leaders need to structure the mission, talent, norms, buy-in, power, and morale of a team.
9. Developing Leadership Skills Requires All the Right Parts – know I-edge, behavior, and reputation.

10. Watch Out for Optimism Bias – leaders need to be critical vs. wishful thinkers, as people often overestimate the capacity of themselves and resources.

Dr. Curphy provided a "Top Ten List of Debilitating Leadership Qualities" as well. When taken to an extreme in some environments, these qualities can be detrimental and sabotage success as a leader. These debilitating qualities are:

1. Excitable – scattered, not focused.
2. Skeptical – lack of hope and optimism.
3. Cautious – will not make decisions.
4. Overly Reserved – will not share information.
5. Leisurely – lazy tendencies.
6. Narcissistic – extreme focus on self.
7. Mischievous – gets into trouble.
8. Colorful – needs to be the center of attention.
9. Dutiful – does not challenge status quo.
10. Diligence – micromanages to the extreme.

Dr. Curphy suggested that personality plays a role in how these characteristics surface. He offered practical advice for coaching leaders who are having trouble with debilitating characteristics. He suggested that it is a matter of leveraging these traits and learning how to manage them. First, it is important to realize that everyone has some of these characteristics. According to Dr. Curphy, effective leaders often have a number of these traits, as they helped them advance their careers. He used detail-orientedness as an example. Second, it is important to find an environment where the qualities of a person "fit." In one environment, one may thrive, and in another, have difficulty. He suggested using a stop/start/continue method for identifying effective leadership practices for a person in a particular environment. Third, stress management techniques should be used - take a breather and do not be isolated from others. Fourth and finally, get feedback from trusted colleagues and keep the dialogue going. After all, effective leadership is a journey.

Member Profiles

by Megan Pavot, Co-Secretary

Bob Lewis, PDI

Bob Lewis is originally from New Jersey, and currently lives in Maple Grove. He received his BA in Economics/Psychology from Claremont McKenna College in 1984, and his MA and PhD in I-O Psychology from Rice University in 1989. He has been in consulting/HR his entire career. He started doing assessments with a small consulting firm, and then had the great fortune to work for five years at an Energy Department National Laboratory with incredibly bright and talented people doing organizational and workforce planning. He then spent almost three years in the HR group of a nationwide retailer doing OD/selection/staffing generalist work and was fortunate to join PDI where, he says, "I've met and worked with similarly smart and talented folks." He says he really can't single out individuals, but the faculty at Claremont and Rice, his co-workers – especially those at PDI – and his clients have all stretched his thinking and challenged him creatively.

Bob has been with PDI for nearly six years, spending much of his time consulting and managing consultants, and has recently taken on the role of Director of Research. When asked what he likes about the field, Bob had this to say: "I sometimes marvel that I get paid to do this work. For those of us in applied and consulting positions especially, our field gives us the opportunity to apply and build on what we've learned in grad school every day. I-O Psychology has allowed me to

work across several cultures in a field I find fascinating. I have friends who received advanced degrees in other fields and can't find work even remotely connected to their studies."

Bob and his wife, Jean, have two boys – Tom and Jack – and a Chesapeake Bay Retriever, Mrs. Beasley. He and Jean have pretty much resolved that the dog is the most demanding of the bunch. Bob started brewing beer in grad school simply so he could afford beer, and says brewing grew on him. In the summers he and his family enjoy their boat, and he gets alone time on his motorcycle. Since moving to Minnesota he's taken up cross-country skiing to stave off cabin fever. Over the past few years, he has gotten into the habit each year of picking an author he's never read and going through four or five of his/her books. He has just finished V.S. Naipaul, and is looking for a new author for 2004 (if you have any suggestions, please let him know).

Bob became a member of MPPAW shortly after it began. Because of travel demands he does not attend as many meetings as he'd like, but he does enjoy those he attends.

Greg Vinson, student, Univ. of MN

Greg Vinson grew up in St. Louis, MO. Attending college there, he earned his B.A. from Saint Louis University. After college, he moved to the Colorado Rocky Mountains – finally living in the place he enjoyed during childhood vacations. Nonetheless, after living in the high country, Greg decided that he "needed to experience an even more bitter form of winter." Consequently, he moved to Minneapolis where he has earned his M.A. (and is pursuing his Ph.D.) in I-O Psychology at the University of Minnesota.

Greg has quite an eclectic resume. He has worked as a landscaper, computer consultant, ski instructor, amusement park worker, and, oh yes, he has experience in human resources as well. Completing a recent internship that involved measure development and technical writing, he enjoyed the application of his academic knowledge to real-world projects. He is currently working on several projects including his dissertation, a leadership study, and research concerning emotional management in the workplace. Greg has also conducted research on personality, job-hopping, and ASA theory.

When he has time off from school, Greg often visits his family in Atlanta, GA to "rediscover the pain that can only be inflicted by a truly hot and humid oppressive heat." Not that he has had much luck getting them to visit him during Minnesota winters, because "they always get to that cursed weather channel" before he can convince them that it isn't that cold. Greg stays active, recently becoming a more serious road cyclist. He also takes the occasional non-psychology class. For instance, he took an entomology course on social insects and was subsequently inspired to take a class on beekeeping. While not in possession of any hives at the moment, he does consider himself the foremost bee expert in his department. Also a sci-fi fanatic, Greg has attended sci-fi conventions. While this behavior has caused some of his colleagues to call him a nerd and distance themselves from him at parties, he figures "if you've ever talked stats at a bar, you pretty much forfeit your right to ever call anyone else a nerd." So, I'm guessing most of his colleagues have forfeited their rights.

Greg became a member of MPPAW fairly recently, though he has attended meetings in the past. He enjoys the opportunity to learn about various topics as well as touch base with people he's met.

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. 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!

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