



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Joyce Bono, VP Programs

Thursday, May 20: What have you done for us lately?

Ann Eilbracht, Dir. of Human Resources, UMPPhysicians
Barb Lubinski, Director, Succession and Development Planning, SUPERVALU, INC.
Krista Peterson, Manager of Leadership and Team Development, Target Corporation

Our May panelists come from diverse backgrounds, but have in common many years of experience in the Twin Cities Human Resources/Work Psychology community. **Ann Eilbracht** is currently the Director of Human Resources for University of Minnesota Physicians, a private, non-profit corporation where physicians who teach and conduct research at the University of Minnesota can practice medicine. Ann has a B. A. in Psychology (Illinois) and an M.A. in Human Resources and Industrial Relations from the University of Minnesota. Prior to joining UMPPhysicians, Ann served in a variety of human resource roles including Director of HR for the City of Minneapolis and the Robbinsdale School District. At UMPPhysicians, Ann oversees all HR functions, including selection, employee development, workforce planning, compensation and classification, HR information systems, and organizational development. Ann has written a number of HR-related publications including a recent Resource Guidebook for International Personnel Management Association (IPMA), entitled *Workforce Planning*.

Barbara Lubinski is a licensed psychologist with an M.A. in Counseling Psychology from the University of Minnesota. As Director of Succession and Development Planning at SUPERVALU, INC., she is responsible for identifying and developing leadership talent, both at the individual and organizational level. She also oversees selection, use, and interpretation of selection instruments across the organization. Barbara has nearly 20 years of experience, including being a leadership development consultant for ADC Telecommunications, a senior consultant at Personnel Decisions International, and a psychological testing coordinator for the VA Medical Center. Over the past 15 years, Barbara has also had the opportunity to teach a number of courses at the University of Minnesota.

Our third panelist is **Krista Peterson**, Manager of Leadership and Team Development at Target Corporation. Krista has an M.A. in Counseling Psychology from the University of St. Thomas. At Target, Krista manages a team of training consultants that serve the entire corporation in the areas of leadership, six-sigma training, executive coaching, teambuilding, and talent development. Prior to joining Target, Krista served as an HR consultant for McGladrey & Pullen in the areas of management development and selection testing.

At our May meeting, each panelist will present her views on how psychologists can best serve the changing needs of the business community. The panelists will not only focus on how psychologists have been used by their organizations in the past; they will also discuss how changes in their business environments have created

new challenges that psychologists might be able to address. We will leave plenty of time for interaction with the panel on issues such as how to communicate with business executives, how to inform the business and HR community what psychologists have to offer, and what psychologists can do to keep their services aligned with the needs of the business community. Come with questions for the panelists!

Please join us on May 20 to learn more about using our skills and training as psychologists to better serve the needs of the local business community!

MPPAW Update

by Carol Lynn Courtney, President

Believe it or not – this is the last program for our 2003-2004 MPPAW season. I am very grateful for the support of all our speakers and members throughout this year. You have contributed to the success of the organization. Through your efforts, we continue to grow our organization by presenting strong programs that attract both new and existing members to our monthly meetings. The person responsible for organizing and coordinating this year's program is Joyce Bono. Even though she is relatively new to the Twin Cities, Joyce jumped into action with MPPAW right away and has been a very strong contributor. In addition to a strong program, she navigated the organization through the logistical challenges that arose throughout the year. Working hard on the 2004-2005 program is Marcia Sytsma, and she already has most of the speakers lined up for next year. Our program continues to strengthen the organization as we move into the future. On a sad note – Sid Teske is retiring from MPPAW. He has been with MPPAW from the beginning and has served as the anchor for the organization. What will we do without the Sid e-mails!!! Thanks so much for all your hard work, Sid. Kyle Lundby, with assistance from Nikki Moore, has volunteered to take on the membership responsibilities. Kyle and Nikki both continue to be strong contributors, along with Anna Erickson who is continuing her role as VP, Communications. Thanks to all the board members (Bill Kirkpatrick, Christine Stanek, Megan Pavot, Dan Sachau, Carrie Christianson DeMay, and Adib Birkland) for a strong year.

We will be voting for the 2004-2005 board at the May 20 meeting. We have a very strong slate of candidates with a mix of returning members and some new faces. Thanks to all who have volunteered their time to the organization.

As a final note, Leaetta Hough has been elected by SIOF as President Elect for this year. She will serve as SIOF president next year and past president the year after. Congratulations and way to go Leaetta!

See you at the meeting on May 20 in HHH 180 for our annual panel discussion!

March Presentation

Summary prepared by Christine Stanek, Co-Secretary

Employee attitudes: Ethics, the economy, and links to customer and business results

Scott Brooks, Ph.D., Executive Consultant, Director of Research and Development, Gantz Wiley Research

Dr. Scott Brooks presented Gantz Wiley Research's (GWR) 2004 WorkTrends results. GWR surveys a sample of 10,000 employees each year to collect national opinions for WorkTrends. Key messages are extracted to provide trend data to thousands of national businesses. For twenty years, WorkTrends has provided a benchmark for employee surveys and served as a way to identify general trends in the workplace. This is the third year GWR has isolated the key annual trends in a formal presentation and release to the public. This year's message highlights the issues of job security and the risk of talent loss. Dr. Brooks, along with Dr. Jack Wiley, presented this WorkTrends information this year to business leaders and the media in Minneapolis, Chicago, and San Francisco.

The 2004 WorkTrends theme that took priority was the economy. The key question is: are things getting better? The Dow Jones Industrial Average, S & P, and NASDAQ results indicate that things are getting better. Further, the majority of executive respondents agree that things are getting better; they say performance has improved, they would recommend stock purchase, and 75% have a confident, clear picture of the future. However, at 62% favorable, employees have less confidence in the future than executives.

The most critical trend this year is job security. There was a 4 percentage point drop – an important, and some would say seismic, change. Job security is a lagging workplace indicator. Common sentiments from employees regarding job security include concerns about planned layoffs. Layoffs have the largest impact on perceptions of job security and Dr. Brooks reported that these perceptions vary by industry. Government has the highest sense of security, at 71%, followed by health care, banking and financial services at 61%, and manufacturing at 43%.

Why the decline in perceptions of job security? Dr. Brooks indicated that the psychological sense of security is different from the economic reality; given the favorable performance of company stocks, the layoffs over the past year may be more difficult for employees to understand. Cost cutting has become a process of business, and employees are weary of layoffs as a result. There are accompanying declines in perceptions of continuous improvement, on-the-job training, customer service training, the fairness of job evaluations, and leadership demonstrating that employees are important. The results are reduced loyalty and commitment.

Dr. Brooks presented the Minnesota results compared to the national averages. Minnesotans' sense of job security is 55%, down 13 percentage points from 2003, and far lower than the national average. The intention to remain at one's current employer in Minnesota dropped 10 points to 59% this year, the same as the national average, which is down three points.

Dr. Brooks explored the big picture of these results regarding employee turnover. He explained the push of job dissatisfaction and the pull of alternative job opportunities. What exists between these two entities for the employee is friction – the difficulty and cost of change. The trend indicates the push is building – employees are security-weary and have reduced commitment. Further, the pull is stronger in the form of alternatives for employees. Some of the alternatives may include newly created jobs promised by the government. High tech jobs are at a greater risk of alienation and withdrawal due to companies outsourcing these types of jobs to foreign countries, where high quality work can be done for less.

Based on these marketplace realities, Dr. Brooks suggested that we understand and manage the push within our organizations, antici-

pate the pull, and leverage the friction. Leadership commitment is crucial for this to happen. There are key drivers of intentions to remain with an organization which include: career development opportunities, confidence in the future, a sense of accomplishment, amount of pay, and perceptions of job security. Best leadership practices that can improve the workplace include: providing a clear mission statement and strategy, obtaining customer feedback, quality training, cross training, and open two-way communication with employees. In the 2004 WorkTrends survey, organizations engaging in these best practices received an average favorable score of 76% on the above drivers of turnover. The overall national average score is 57%. The implications here are that leadership matters, the work environment can be improved, and intentions to quit can be changed.

Dr. Brooks looked ahead to the probable stories for 2004 – the presidential election, Iraq, the economy, and the job market. To improve our workplace and retention, he suggests leaders increase the airtime dedicated to talking about the mission, vision, and values of their organizations. Leaders need to communicate with employees and display a promising future. They also need to understand the mixed messages coming from employees, and leverage values throughout their organizations.

Member Profiles

by Megan Pavot, Co-Secretary

Amy Stellmack, PDRI

Born and raised in Minnesota, Amy Stellmack attended school in Madison, Wisconsin, studied abroad in France, and finally returned to the land of 10,000 lakes to attend graduate school at the University of Minnesota. She received her B.S in psychology from the University of Wisconsin-Madison and both her M.A., and Ph.D. in I/O psychology from the U of M. She considers herself fortunate to have worked with "some of the best I/O psychologists in the business" by going to the U of M and working at Personnel Decisions Research Institutes, Inc. (PDRI). According to Amy, "if you want to go into I/O psychology, there is no better place to be than Minnesota!"

Before attending graduate school, Amy's interests were focused more on developmental psychology. She worked full-time in an infant development laboratory at the University of Wisconsin for two years. During her time there, she discovered that she enjoyed psychological research, but was better suited to a more applied field. Thus, she decided to go to graduate school in I/O without ever having taken an I/O or business course! While in graduate school, Amy worked for 1½ years at the Minnesota Department of Human Services on a grant funded by the Center for Urban and Regional Affairs (CURA) studying predictors of success in entering the workforce and going off welfare (which became the basis of her dissertation). She also began working at PDRI during her last year of school, where she continues to work today.

Following a maternity leave, Amy recently returned to work half-time at PDRI, where she helps design and implement employee development and selection systems. As the mother of 6-month old Claire and 2-year-old Jenna, Amy feels very fortunate that PDRI has been flexible in allowing her to cut back on her hours and do some of her work from home. She is very busy being a mom right now, but when she gets a chance she enjoys reading, biking, camping, and photography.

Ironically enough, Amy was the original MPPAW "profiler" when she served as a co-secretary from 1998-2000. She is thrilled to see MPPAW continue to be so successful!

Radostina Purvanova, student, U of M

Radostina is originally from Bulgaria, and is currently living in Minneapolis where she is working toward her Ph.D. in I/O psychology at the U of M. She received her Bachelor's degree from the American University in Bulgaria, which she regards as one of the most extraordinary institutions in the world. The student and faculty bodies of the AUBG are an interesting mixture of Bulgarians, Romanians, Serbs, Croatians, Russians, Kazaks, Hungarians, and Americans, as well as many other nationals who come to the AUBG holding fast to their cultural differences, and leave with a new more global identity. "It exemplifies what a multicultural university should be about." Radostina received her Master's degree in I/O from Emporia State University in Kansas, where she unexpectedly changed her orientation from "practitioner" to "researcher" as she found doing research more interesting than she had expected.

Radostina has had several internships/job experiences thus far. She had an internship with Shell Bulgaria working with the HR director to put together a training database and find literature on the effectiveness of organizational interventions. Probably the most fun internship duty she had was organizing the Shell Annual Employee Picnic. In addition, she worked as a project manager for a Bulgarian NGO, managing the "Innovative Practices" project where she hunted creative solutions to problems that Bulgarian local governments came up with. While working toward her Master's degree in Kansas, she also held an internship with the HR office of a local hospital.

Currently, Radostina is working on a variety of projects, including some with Joyce Bono, that explore leadership issues such as understanding why transformational leadership works. She is also collaborating with a number of other academics and practitioners on building a taxonomy of executive coaching, as well as working with Steve Motowidlo on projects blending cognitive and I/O psychology.

Radostina is most drawn to I/O because it is something completely foreign to Bulgaria; yet it is a discipline that she believes can be very beneficial to the Bulgarian economy. From her observations of Bulgarian companies, the needs of the workforce are being forgotten as a result of the companies' sole priority of making money. Radostina believes that this managerial neglect makes employees feel very dissatisfied with their psychological work conditions, and makes them act as bodies rather than motivated employees. She sees the science of I/O as one means through which Bulgarian companies can advance.

Radostina is the only member of her family who did not go into the field of medicine. Her parents still grapple with the idea of why people need to have performance appraisals. Besides being a full-time student, Radostina is also a new mom. She spends most of her time away from school playing with and reading to her 24-month-old son. She became a member of MPPAW after joining the I/O program at the U, because she enjoys meeting people with similar interests and varying degrees of experience.

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!

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) covers hors d'oeuvres, food, and soda at the social hour. This fee also covers 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.

Announcements

Psychologically Healthy Workplace Award

The Minnesota Psychological Association is pleased to announce the winners of this year's Psychologically Healthy Workplace Award. In order to win this award, candidates must demonstrate that they excel in at least two of the following four categories:

- Employee Involvement
- Employee Growth/Development
- Family Support
- Health and Safety

This year's winners are:

IBM's facility in Rochester, MN for their outstanding emphasis on cross cultural integration, flexibility in supporting employees working from remote locations, diligent attention to applied ergonomic principles, and promotion of an environment that truly empowers employee decision-making and development.

Best Buy Co. for their world class facility that enables employees to integrate work and life demands, including on-site medical care, day care, and recreational and exercise facilities; and for their efforts to emphasize and build a strength-based employee development culture.

Minnesota State Bar Association for their success in building a work environment where employees feel valued, trusted and empowered; and for their very generous vacation and sabbatical policies offered to all employees, at all levels, throughout the organization.

For more information about the winning companies or about the award, visit the MPA website at www.mnpsych.org.

4 Minnesota Professionals for Psychology Applied to Work

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Address Correction Requested