



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Marcia Sytsma, VP Programs

Thursday, Sept 16: Current Trends and Innovations in Computerized Assessment

William Shepherd, Director of Solution Design, ePredix
Fritz Drasgow, President, Society for Industrial and Organizational Psychology

This presentation is an overview of current trends and innovations in computerized employment testing. The presenters will provide an overview of current issues in Internet-based testing, referencing both the recent American Psychological Association's Taskforce on Internet Testing's report (Drasgow was Chair of this taskforce) and an invited Personnel Psychology paper (in press) on unproctored Internet testing to which they both contributed. They will also discuss alternative delivery formats, including telephony and PDAs. New advances in authentic assessment adopted by accounting and medical certification boards will also be covered.

Fritz Drasgow received his Ph.D. in quantitative psychology from the University of Illinois at Urbana-Champaign. He was an Assistant Professor at Yale University's School of Organization and Management and returned to the University of Illinois, where he has been a professor of Psychology and of Labor and Industrial Relations. He has also provided consultation on testing and measurement issues to a variety of organizations in the private and nonprofit sectors. Drasgow is a member of the editorial review board of ten journals, including Applied Psychological Measurement, Journal of Applied Psychology, and Personnel Psychology, and is currently the president of the Society for Industrial and Organizational Psychology (SIOP).

Drasgow's research focuses on psychological measurement and computerized testing. He has examined numerous topics related to cognitive ability tests, including the equivalence of paper-and-pencil and computerized versions of a test and the extent to which a test originally developed in, for example, the United States, can be adapted for use in other languages and cultures. He has also used multimedia computer technology to assess social and interpersonal skills not easily measured by paper-and-pencil tests.

William Shepherd received his Ph.D. in Industrial/Organizational Psychology from Bowling Green State University with a minor in Quantitative Psychology. He is a licensed psychologist. Shepherd previously worked in the Employee Capability & Competency Design group at GTE. He also worked in the Global Selection Solutions Practice area of Personnel Decisions International. He has been involved in the development and roll-out of a product suite of web-based Training and Performance Development systems for use by ePredix clients. His work has also included developing and researching employee assessment tools such as organizational culture surveys that can be linked to business metrics (e.g., sales, turnover).

Shepherd's applied work has included developing competency models, assessments, interviews, and development tools for or-

ganizations to use in sourcing, hiring, developing, and promoting workers. The emphasis of his applied work has been linking human capital management tools to bottom-line financial results. He has presented his research at academic conferences of the American Psychological Association and the Society for Industrial and Organizational Psychology. His recent presentations have focused on the emerging trend and implications of Internet-based assessment.

MPPAW Update

by Dan Sachau, President

Welcome to another MPPAW season! Marcia Sytsma, our Program Chair, has arranged a great line-up of speakers. We start the year with Fritz Drasgow, current SIOP President, and William Shepherd from ePredix. Others scheduled to appear include Jonathan Kulas, St. Cloud State University; Bruce Sevy, Vice President of North America Sales, SHL; Dianne Nilsen, Vice President of Product Development, PDI; Scott Gregory, MDA Consulting and Jody Illies, St. Cloud State; and Ann Marie Ryan, Michigan State University.

On a personal note, I am delighted to have the opportunity to serve as MPPAW President. I have had the summer to think about the direction that MPPAW might take and I came up with three goals that I would like to pursue.

- 1) **Increase public awareness about I/O psychology.** I recently contacted the *Star Tribune* in hopes that they would write a feature about the use of I/O psychologists in Minnesota organizations. If you have contacts at the *Star Tribune* or *Pioneer Press* and/or would like your work to be mentioned in an article, please let me know.
- 2) **Sustain membership growth.** We have shown steady membership growth over the years and I would like to see this continue. We are starting the year with 154 members representing 71 organizations. I will work with the SIOP, the Twin Cities Personnel Association, regional universities, the MN OD Net, and Carrie Christianson DeMay, our VP of Membership, to see if we can identify people who might benefit from joining MPPAW. Please let the MPPAW Board members know if you have other suggestions for membership initiatives.
- 3) **Facilitate member collaboration on research, training, and symposia.** Every time I come to a MPPAW meeting, I am struck by the collective intelligence, knowledge, and experience of MPPAW members. I would like to investigate ways to help members collaborate on research and training. For instance, we have members who have data but no free time to analyze it. We have members who are in search of data but do not have easy access to employees. In addition, I think we should follow the lead of other HR professional organizations and consider putting some of our members together to create managerial training programs. Although I am not sure what form it would take, I would like us to create a mechanism that would help facilitate MPPAW member collaboration.

Of course, I am open to other suggestions. Thanks for the opportunity to serve as President. I am looking forward to the year!

May Presentation

Summary prepared by Christine Stanek, Co-Secretary

Panel Discussion: What have you done for us lately?

An open discussion between MPPAW members and executives regarding the role of psychology in business

Barbara Lubinski, M.A., Licensed Psychologist. Director, Succession and Development Planning, SUPERVALU, Inc.
Krista Peterson, M.A. Manager, Leadership and Team Development, Target, Corp.

Working as internal and external psychologists/consultants in their respective careers, Barbara Lubinski and Krista Peterson have had the opportunity to work with other psychologists/consultants, and identify particularly effective practices. In an interactive panel discussion, they discussed their experiences of psychology in the workplace and offered useful knowledge and tips.

In her role at SUPERVALU, Barbara focuses on assessment and development of leadership talent and succession planning across the organization. She works with external consultants on selection and development assessments, validity studies, individual coaching, training and development engagements, and 360-degree feedback.

At Target, Krista has 10 consultants on her team who focus on talent development. They conduct curriculum design in-house, provide internal executive coaching to leadership located around the United States, and facilitate training and teambuilding sessions.

First, Krista and Barbara shared what they believe works well when working with external consultants. Krista's perspective included:

- **Know the Audience.** In collaborative engagements, know your audience; consider the knowledge base of your audience and adapt your approach accordingly.
- **Make it Applied.** Making the conversation or material too theoretical can cause a loss of interest and engagement – it is more effective to make it applied.
- **Be Flexible.** Work with the business to accommodate their needs, being practical rather than academic. If it is not a match, know when to walk away from the engagement – it is the more respected choice and may increase the chances of future business.
- **Sense of Timing.** Moving in weeks, not months, is often critical to success.
- **Build the Relationship.** Sharing expertise in a quick way between formal engagements can lead to a more effective working relationship.

Barbara's points about her work with external consultants included:

- **Be Professional.** Take stock of your audience, even in areas that may appear superficial (e.g., dress, demeanor). Get a sense of the approach of your audience (for example, level of task focus, urgency, etc.) Eliminate insider jokes. Maintain the highest professional standards and ethics. Follow through on commitments.
- **Appropriate Terms and Explanations.** Eliminate the use of psychological jargon. Translate psychological terms into everyday language that your client easily understands.
- **Work with the Right People in the Organization.** Work with the people overseeing the functions for which you are consulting, and stay informed of how consultant engagements are being leveraged in the organization.
- **Provide Value-Added Services.** When possible, tap into existing business systems and processes. Look for ways to add unique, value-added services. Focus on results; what difference will what you are proposing make to the business?

They both added:

- **Emphasize Service.** The service you provide and its impact, versus your credentials, is often most important to organizations. Credentials are often assumed.
- **Be Interpersonally Astute.** Coming in with an "aura" is not effective to a productive, long-lasting working relationship.
- **Be Ethical.** Properly represent the services you provide and only work within your area of competence.
- **Keep it Simple.**

Next, Barbara and Krista took questions from the floor. A member asked, "How do you bridge the gap between the classroom and practical application?" Their specific suggestions:

- **Translate Terms.** The ability to translate analysis and traits into real-world terms is a skill that can take time to develop, but the benefits of doing so are well worth it.
- **Applied Language.** Ask, "What can we substitute for how we talk about these things?" Be down to earth with your approach. Businesses do not like models in and of themselves, but the practical uses of them.

The next question asked, with regard to coaches, "How do you decide whom to use and do you have a preference for psychologists?" Krista and Barbara supplied the following criteria:

- **Impact.** Presentation skills or leadership impact can outweigh formal psychology background. Psychologists are helpful in getting at what underlies ineffective behaviors.
- **Expertise.** Match the need and the coach's area of expertise.
- **Executive Presence and Business Experience.** An executive presence and familiarity with general management may be required depending on the level of leader the coach will work with.

To the question of "How do you manage information flow and confidentiality?" they offered the following:

- **Objectives & Documentation.** Creating and documenting measurable objectives for the engagement will keep it focused. In addition, you need to show that high potentials are advancing in the organization.
- **Define Change.** Determine what change is needed and close the loop by measuring effectiveness whenever possible. Pre-measures are often completed via 360-degree feedback.

A member asked: "What are the most difficult skills to develop in organizations?" Barbara and Krista suggested:

- **Coaching & Development Skills.** Coaching managers to develop and coach their employees. This can sometimes fall on training, but the development should continue in employees' day-to-day jobs.
- **Continuous Learning.** Creating an environment of adaptability and doing things differently – how to grow and learn from experience.
- **Strategic & Visionary Thinking,** as opposed to tactical.
- **Problem-Solving.** Reinventing problem-solving skills for process-oriented thinkers.

Hot topics of I/O from their perspectives included talent management of high potentials, and how the organization can accelerate development to meet the needs of the business in 5 to 10 years. The activities to make it happen include assessment, coaching, and training. Barbara and Krista both agreed that each coaching relationship often has different objectives, and are rarely "cookie cutter" projects. The best consultants treat each project as unique.

Member Profiles

by Megan Pavot, Co-Secretary

Dr. John Fennig, Managing Partner, DRI Consulting

Where are you in your professional life – just starting out, about to retire, part-way through? How well are you fulfilling the multiple aspects of your professional, personal and family life? John Fennig considers himself quite blessed in this – and strives to help his clients realize the best in their own lives. By owning his own company and having the good fortune of a great staff, he has the flexibility and resources to have a satisfying career, while spending ample time with his family at his home in North Oaks, MN. His wife, whom he describes as "the brightest and sweetest woman on the planet," is the director of resident training in Ophthalmology at the University of Minnesota. John also has three children, a 14 year-old sophomore in high school, and six year-old twins (one girl and one boy). He is also helping raise a 6-month-old Portuguese Water Dog, which has proven to be quite a challenge for him as he is an expert on adults, but a novice with animals.

John received a bachelor's degree in Psychology from St. John's University. Although he went to Ohio State University for his M.A. and Ph.D in Counseling Psychology, he decided he could not survive without the four seasons and great quality of life that is Minnesota. So he returned to set down roots, doing his pre-doctoral training at the University of Minnesota (Counseling Center) while also living and working at the University of St. Thomas in Student Services. Upon graduating, he spent a very formative time with MDA Consulting, and then began work at PDI, where he focused on providing assessment-based organizational consulting, and conducting courses in management skills and professional development.

Since 1991, John has started, or helped start, six companies including Navitas, the third largest wind power company in the USA, and DRI Consulting, the OD/HRD consulting practice he continues to operate today. Technology is a big passion for John. Not only does he run his business website, he also sells web-based automated survey and assessment tools, and even has a family website where he shares video clips and pictures with family and friends.

One of the highlights of John's career has been mentoring over 60 high school, undergraduate, work-study, and doctoral students, including those doing their practicum and formal post-doctorate work. He is the director of Education and Training of APA's Division 13 (the Society for Consulting Psychology), as well as an instructor for several universities. John's career has been largely focused on training, coaching, and supervising consultants with varying levels of expertise. He enjoys being able to work at the top of organizations, and advise senior leaders who are in a position to affect the lives of many people. He has enjoyed quite an eclectic mix of clients and industries including religious orders, local and federal governments, police departments, power producers, and financial and retail companies.

John has been a member of MPPAW since it began, and was also a member of its predecessor ABSORB. He enjoys the meetings because they provide a "town square" for those in the field to meet people and share stories, and he appreciates the hard work of those who make MPPAW go.

Announcements

Upcoming MRA Conference. The Minnesota Upper Midwest Chapter of the Marketing Research Association will sponsor a conference Thursday, Sept. 23: "**Objects in the Mirror are Closer than they Appear: Are you staying ahead of Changes in Marketing Research?**" The conference will be an all day event (8 a.m. – 3 p.m.) and will be held at the Metropolitan in Golden Valley. For more information, contact Clark Kristensen (651.905.7893) or visit the MRA web-site at www.mnmra.org.

Payment Options for Membership Dues. It's time to pay your 2004-2005 MPPAW Membership Dues! Membership gives you lots of benefits: the MPPAW Annual Membership Directory; e-mail notifications about job opportunities and meeting reminders; and CEU credits

Paying your Dues is easy! You can renew your membership online using our PayPal system. Simply go to the MPPAW Web site at www.mppaw.org and follow the link on the home page. Online payment is easy, fast, and guaranteed secure.

You may also return the enclosed Membership Form (or download the form from our website) along with your payment, or pay in person at an upcoming MPPAW meeting.

For more membership information, contact Carrie Christianson DeMay at cdeMay@datarecognitioncorp.com. For questions about PayPal, contact Nikki Moore at webmaster@mppaw.org.

MPPAW newsletters will no longer be mailed after Sept.

Newsletters will be e-mailed each month to current members and are also available for immediate download at the MPPAW Web site. We will need your current e-mail address in order to send the newsletters to you; please be sure to provide it when renewing your membership or contact the VP of Membership to update your contact information.



Format of Meetings

Meetings begin at 5:30 p.m. with a social hour, followed by the presentation at 6:20 p.m. The meeting will conclude at 8:00 p.m.

A fee of \$10.00 per MPPAW member and \$20.00 per non-member (\$5.00 and \$15.00 for students) covers food at the social hour, as well as 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, attendance at each MPPAW event counts as 1.5 hours of CEU credit. And only \$10 added to your membership dues covers all the expenses for the MPPAW year, up to 10.5 CEU credits!

4 Minnesota Professionals for Psychology Applied to Work

MPPAW Officers and Key Committee Members

| | | <u>Phone</u> | <u>e-mail</u> |
|--|--|------------------------------|--|
| <i>President</i> | Dan Sachau – MN State U., Mankato | 507-389-5829 | daniel.sachau@mnsu.edu |
| <i>President -Elect</i> | Kraig King – Personnel Decisions Intl. | 612-337-3606 | Kraig.King@personneldecisions.com |
| <i>VP, Communication</i> | Anna Erickson – Questar Data Systems Sally Blecha – Questar Data Systems | 651-683-8697 651-688-1907 | aerickson@questarweb.com sblecha@questarweb.com |
| <i>VP, Programs</i> <i>VP-Elect, Programs</i> | Marcia Sytsma – Olson Consulting Group Bob Lewis – Personnel Decisions Intl. | 952-830-1190 612-337-8281 | msytsma@olsonconsultinggroup.com blewis@PersonnelDecisions.com |
| <i>VP, Membership</i> | Carrie Christianson DeMay – Data Recognition Corp. | 763-268-2136 | CDeMay@DataRecognitionCorp.com |
| <i>Program Advisory</i> | Dan Sachau – MN State U., Mankato | 507-389-5829 | daniel.sachau@mnsu.edu |
| <i>Co-Secretaries</i> | Megan Pavot – MN State U., Mankato Jenny Merriam – St. Cloud State University | 507-385-3694 320-492-8363 | megan@screamincactus.com meje0304@stcloudstate.edu |
| <i>Treasurer</i> <i>Treasurer Elect</i> | Kyle Lundby – Gantz Wiley Research Sheryl Moinat – Data Recognition Corp. | 763-268-2106 | klundby@gantzwiley.com smoinat@olsonconsultinggroup.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 |

MPPAW Website: www.mppaw.org

© Copyright 2004, 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