



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Bob Lewis, VP Programs

**THURSDAY, MARCH 16:
A Results-Only Work EnvironmentSM --
The revolutionary plan to save corporate
America**

Cali Ressler and Jody Thompson
CultureRx

Now that PDAs, wireless email, cell phones and global commerce have produced the 24/7 organization, does our concept of the "workday" have meaning any longer? Is it necessary for you to sit at a desk in an office building in order to be productive? Cali Ressler and Jody Thompson will present an intervention first piloted at Best Buy to create a work environment that frees people of the unproductive "ties" to the business so they can be more productive.

A Results-Only Work Environment is a bold, cultural transformation that permeates the attitudes and operating style of an entire workplace, leveling the playing field and giving people complete autonomy to come and go as they please, whenever and wherever – as long as the work gets done. Learn how a Results-Only Work Environment – featured in *Time Magazine*, on *ABC Nightly News* and soon to be seen on *60 Minutes* – smashes assumptions, breaks the rules, exposes the flex-time con game, and forever changes the way we think about work.



Cali Ressler and Jody Thompson are the innovators of the Results-Only Work Environment and the founders of CultureRx, a company whose unique, free-spirited and proven approach might just be the catalyst that sparks the next great social revolution. Or at least puts Dilbert out of business.



MPPAW Update

by Kraig King, President

We want to extend a big thanks to Kevin Murphy for flying in to present on I/O Psychology's Greatest Hits and Misses. It was a fun topic and generated some good discussion. If you missed the meeting or want a refresher, see the MPPAW website, where we've placed a copy of the hits and misses with some explanatory text.

We passed out directories at the February meeting and distributed the rest afterwards. If you did not get your copy, contact us. The member survey results will be complete by the March meeting. We'll summarize the results at the beginning of the meeting and make a more complete report available. Thanks to Janis Houston, President-Elect, for taking the lead on designing the survey, and Ed Siegel of the Center for Evaluation Research for administering and analyzing it. You can check out a demo of his robust and user friendly survey software at <http://www.sirveigh.com/> or <http://centerforevaluationresearch.com/>

Our March 16 meeting will feature Judy Thompson of Best Buy. Best Buy has gone through tremendous growth and change over the past decade. Judy will discuss the implementation and ongoing research on their Results Oriented Work Environment initiative, designed to help foster a more flexible work culture while maintaining a results focus. See you there!

February Presentation Recap

Summary prepared by Josh Kuehler, Co-Secretary

I/O PSYCHOLOGY'S GREATEST HITS AND MISSES

Kevin R. Murphy, PhD
Pennsylvania State University

Just like every other developing field, I-O Psychology has had its ups and downs. While it is important to acknowledge the field's hits, it is equally, if not more, important to understand the field's shortcomings. The hits of I-O psychology are topics, areas, and approaches that have shown strong evidence of progress that are relevant to both the science aspect as well as the practice aspect. The misses are topics, areas, and approaches that have little to show for the amount of work put into them.

Looking at the big picture, I-O Psychology has shown several strong areas. The field has received remarkable growth worldwide. There is a sizable and robust bank of literature and a good interchange between scientists and practitioners. The Scientist-Practitioner model has been applied with real conviction and success. Many in this field have worn both hats. More generally, there is a strong demand for the services provided by I-O psychologists.



More specifically the hits continue:

- 1. Measurement and Statistics:** I-O psychologists are comfortable with quantitative constructs and apply them routinely in their work. The scientist-practitioner model works well because I-O psychologists work with non-psychologists and tend not to go overboard with statistics.
- 2. A broader, realistic definition of job performance:** Job performance can be defined as a matter of core task performance, and include contextual performance. This broader definition provides better understanding of the antecedents and consequences of good and poor job performance.
- 3. The Employment Interview:** Previously, interviews were assumed to be virtually worthless since they showed low reliability and high bias resulting in extremely poor validities. The many ways of adding structure changed everything...and for the better.
- 4. Biodata:** Construct-oriented models have come about to give some order and predictability. Stability and achievement are two constructs that link past experiences and behavior with future behavior.
- 5. Meta-analysis of cognitive ability tests:** It was assumed that all selection testing was unique and that new validation research was needed in every new application. Meta-analyses suggest that the relationship between cognitive ability and performance are stronger and more consistent than once assumed.
- 6. Psychological Contract:** Implicit agreements between people and organizations turn out to be a powerful explanatory construct. Such contracts explain assessments of justice, organizational citizenship, and counter productive behaviors.
- 7. Goal Setting Theory:** The challenging, achievable goals are the most effective and dysfunctional outcomes of assigning unrealistic goals have been identified.
- 8. Why Good People do Bad Things at Work:** The causes of counterproductive behavior, incivility, harassment, and violence have been examined along with integrity assessments.

Now on to the "misses" of Industrial-Organizational Psychology:



- 1. We are Still Servants of Power:** I-O Psychologists focus on the concerns of management. The concern about the welfare of employees is often motivated by the side benefits to organization.
- 2. Journal of Applied Psychology Taxonomy of Research Articles:** Some of the top article categories are: Job Analysis, Recruitment, Selection, Leadership, etc.
- 3. We Know a Lot About a Little:** Industrial-organizational research disproportionately focuses on managers and supervisors. Most people work in a small business where it is difficult to gain access and where the most powerful methods don't work well.
- 4. Content Validity:** There are no consistent rules or standards for assessing content validity. Assessments of validity depend more on who is paying the bills than on the test or job.
- 5. Meta-Analyses of Non-Ability Constructs:** The meta-analyses under scrutiny usually involve aggregating findings and measures that are not interchangeable.
- 6. The Missing Value Problem:** Murphy's example: Suppose 5 measures of job satisfaction and 7 measures of performance. To estimate the relationship between satisfaction and performance, one will need 66 different correlations. Most of these will be missing from a standard meta-analysis.
- 7. Organizational Effectiveness:** Typically, effectiveness is defined purely in financial terms. What does an effective organization look like and what should people do at work to make their organizations effective?
- 8. Emotional Intelligence:** The version managers prefer is a mess while the version scientists can live with doesn't predict much.
- 9. 360 Degree Feedback:** Different sources almost always disagree, and increasing the number of sources increases the likelihood of negative feedback. Negative feedback is perceived as less useful, and less accurate.
- 10. Pay for Performance:** Pay rarely has strong motivational effects.
- 11. Maslow's Need Hierarchy:** This model has *never* received much empirical support.
- 12. Organizational climate:** What is the right level of analysis: University, College, Department, working groups?

Three main lessons can be learned from this list of hits and misses: the human element matters, there is nothing so practical as a good theory, and balanced rigor is critical.

Member Profiles

By Julie Moran, Co-Secretary

The Spotlight is on...

Tammy Grady, Consultant at PreVisor

"What am I going to major in?" is a question many incoming freshmen ask themselves. As a woman who likes to learn about everything, Tammy Grady quite literally closed her eyes and randomly pointed to her future on the University of Wisconsin-Stout undergraduate list of majors, only to land on psychology. Approaching her second semester of junior year, Tammy was thrilled to discover that psychology provided many opportunities to continue her interests in a variety of areas, since it allowed for the most electives. She continued to attend classes in numerous topic areas and received her Bachelor of Arts degree in Psychology.

As a means of paying for college, Tammy kept busy with 2-3 jobs as well as balancing a career in the Army National Guard – all beyond her time spent in the classroom during her undergraduate years. She enjoyed working in a variety of industries and learning about different careers. In the Army National Guard, her aspiration was to fly helicopters. It took several years to get to flight school but she gained a lot of valuable information about working in the government sector, specifically the military. After serving 13 years, Tammy attained the ranks of Sergeant and Captain. She also received her rotary certification. Her work experience has been a wonderful asset to her, even in her current position with PreVisor (previously ePredix, PDRI, and Qwiz).

On her journey to find the perfect career, Tammy took career interest assessments at every opportunity. These tests fascinated her; she wanted to know which questions led to which sub-scales, why most inventories did not ask about external factors of a job, or how different careers are grouped into the various sub-scales. Tammy recalls taking one assessment with 13 subscales, where the results indicated that she would be happy and successful on 10 of the 13! This curiosity about assessments led her to graduate school at Minnesota State University for a Master's Degree in Industrial/ Organizational Psychology.

Now a Consultant at PreVisor, a typical day entails job analysis, client focus groups, selecting a JAQ, analyzing JAQ data, writing a JAR, writing items, recommending the appropriate assessment components and scoring, and training co-workers. When Tammy develops an assessment, she can typically visualize a related job and/or environment in which she has formerly worked. She loves having the opportunity to learn about so many different types of work. She learns about company philosophy, industry practices, organization structure, cultures, incentives, sometimes even about how a product is assembled. Looking back at the teen-age girl that liked everything, and craved variety, she now feels as though she has found it!

Tammy also likes the feeling of developing job fit questions – questions that can place someone in the right career for them, or keep them from the wrong career track. She believes her job helps people realize the numerous paybacks of finding their true fit in the workplace and the world.

Growing up in Oregon, WI, Tammy fell in love with Minneapolis after visiting her uncle every summer. However, moving away



from Wisconsin has not diminished her love of Cheese and the Green Bay Packers!



Announcements

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!

Want to make a Difference?



MPPAW still needs a few individuals to fill some key positions. We're looking for people who want to provide leadership, make a difference in our organization, and help keep MPPAW a success.

The positions we need to fill are the VP-elect of Membership and Treasurer-elect. For both positions, you would be in "learning mode" for the 2005-2006 year, assisting the current VP and attending Board meetings.

You would then take over the position next year.

If you are interested in serving or know of someone who might be a great candidate, please contact any Board member (names are listed on the back page of the newsletter).

Format of Meetings

Immediately prior to the monthly meeting, the Board of Directors holds a meeting to discuss MPPAW business.

The formal meeting begins at 5:30 p.m. with a social hour, followed by the presentation at 6:20 p.m. The meeting concludes by 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.

Our location is the McNamara Alumni Center on the east bank of the University of Minnesota. To find the meeting, check the small signs outside of each room, or ask at the registration desk.

Our room for the March meeting is the Johnson Great Room.

See map and driving directions on the next page.



DIRECTIONS to McNAMARA ALUMNI CENTER

Directions below are to the University Avenue Ramp. Once inside the ramp, take elevator to tunnel or street level. Follow signs to the alumni center – the copper building adjacent to the ramp.

From the north, heading south on 35W

Take Exit #18, 4th St-University Ave exit. Cross Fourth Street SE; turn left on University Ave SE. Drive 9 blocks to the University Avenue Parking Ramp on right side of street.

From the south, heading north on 35W

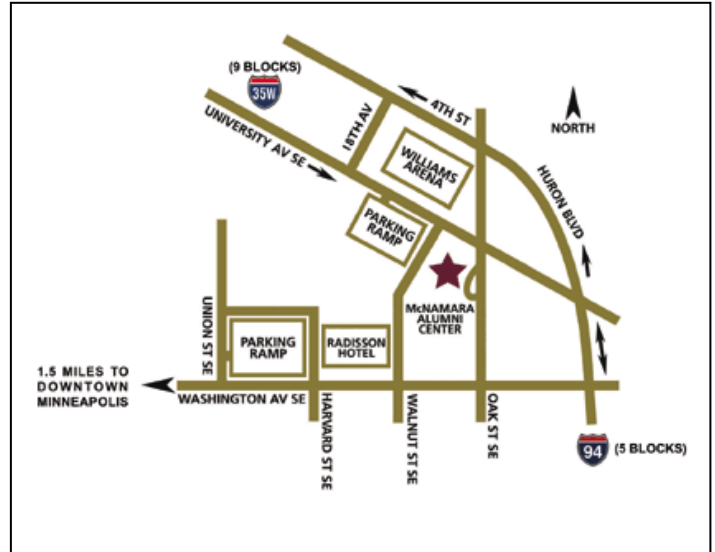
Take Exit #18, 4th St-University Ave exit. Keep right at fork in ramp and merge onto University Ave SE. Drive 9 blocks to the University Avenue Parking Ramp on right side of street.

From the east or west on I94

Take U of M/Huron Boulevard Exit #235B. Follow Huron Boulevard two blocks to Washington Avenue and turn left. Turn right at Oak Street (second light). Turn left on 4th Street (one-way). Turn left on 18th Avenue. Turn left on University (one-way). Drive 1-1/2 blocks to University Avenue Parking Ramp on right.

From downtown Minneapolis

Take 4th Street east – 4th Street becomes Washington Avenue. Follow directions from Washington Avenue above.



PARKING

- An underground tunnel connects the Center to the adjacent University Avenue Parking Ramp. The ramp is located northwest of the Center. The ramp charges \$2.50 per hour.
- A second tunnel connects the Center to the Radisson Hotel that is adjacent to the Washington Avenue Parking Ramp. The ramp charges \$2.50 per hour.
- Metered street parking is available along Oak and Walnut Streets.
- Two handicapped parking spaces are available at the Center's entrance on Oak Street.

MPPAW Officers and Key Committee Members

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