



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Bob Lewis, VP Programs

THURSDAY, MAY 18:

Panel Discussion: Applications of I/O Psychology from the Client Perspective

Dr. Jeffrey Klausner and Dr. Laura Molgaard,
University of Minnesota College of Veterinary Medicine
Mr. Tom Traub, Cenex Harvest States
Ms. Patti Naas, Ameriprise Financial

How often do you have the chance to view our field from the perspective of our customers? Our May session brings together a panel of I/O psychology customers with broad backgrounds to discuss their experiences with our field. Our panelists will discuss the types of work they've used I/O psychologists for, the key goals they've tried to drive (and the key drivers that prompted their interest in the work of I/O psychologists), and the impact they've seen based on the work done. Our panelists will also discuss what they would like to see organizational psychologists do more of or, given their experiences, what they might change about the work they've contracted.

We expect a lively interchange among the panelists and with our audience, so bring your questions and be prepared to learn how our customers see us.

Our panelists are:

- Dr. Jeffrey Klausner is Dean of the University of Minnesota College of Veterinary Medicine. Jeff is a leading thinker regarding ensuring the vitality of the veterinary profession via outreach to students who might constitute a pipeline of talent for veterinary colleges, as well as implementing high quality selection and assessment processes.
- Dr. Laura Molgaard is Assistant Dean, University of Minnesota College of Veterinary Medicine. Laura is responsible for shaping the College's student selection processes and in shaping the professional development of students. She has written several articles on the selection and interviewing of veterinary college applicants and professional (non-technical) development in veterinarians.
- Tom Traub is Vice President of Human Resources for Cenex Harvest States. Tom has considerable HR experience gained at several of the top corporations in the Twin Cities area and has been particularly involved in making HR a strategic function at CHS.

- Patti Naas is responsible for organizational assessment and measurement at Ameriprise Financial, including the employee engagement, 360, and independent franchisee survey programs. In addition, as part of the Organizational Development and Talent team, Patti is leading a Cultural Transformation/Change Management initiative related to Employee Engagement. Patti has both internal and external employee survey research experience.



MPPAW Update

by Kraig King, President

It's hard to believe, but the last program of the season is coming up. As we've done before, we will end with a panel of "client users" who will share their perspectives on the value of I/O psychology services. The panel will include Tom Traub of Cenex Harvest States; Patti Naas of Ameriprise Financial; and Jeff Klausner and Laura Molgaard from the University of Minnesota's College of Veterinary Medicine. Please join us.

The recommended bylaw changes passed overwhelmingly. You won't notice many of the changes on a day to day basis, but they will add some consistency to the management of the organization. See the MPPAW website for more information.

The membership survey results are back. Thank you for taking the time to respond. Special thanks again to Janis Houston, President-Elect, and Ed Siegel, President of the Center for Evaluation Research, for making this happen. To review the results in detail, go to the MPPAW website, where you will find a link to the results on CER's website. Here is a synopsis.

We received responses from 103 of the 225 individuals (46% overall return rate; 63% for the 135 members and 20% for non-members). The good news is that respondents indicated a high level of satisfaction overall with almost all aspects of the organization, including the way programs are conducted (80% satisfied or totally satisfied), program location (74%), food offerings at the programs (69%) (except the U of MN pizza!), and the MPPAW website (77%). While the current program format seems to work for people, most of the respondents were also open to alternative structures such as workshops (73%), roundtable (85%), or other formats (77%).

Respondents indicated interest in a wide range of speaker topics. The greatest interest (extremely interested or quite interested) were for organizational climate, development and change (77%); consulting practice issues (66%); leadership/leadership development (69%); and performance management (68%). More modest levels of interest (60% to 47%) were exhibited for selection/testing tools, personality, coaching, employee satisfaction/attitude, ethics,

legal, training, absenteeism/turnover, and global processes. There is even more limited interest (39% to 32%) in interdisciplinary, work and family, research methodology and statistics, and validation. We will pass on this information to the new chair of programs.

When asked about the kinds of offerings MPPAW should provide to its members, ideas that generated the most "yes" responses were job announcements/postings (94%); electronic version of the membership list (94%); electronic version of speaker notes (93%) on the website; and the newsletter (84%). Many (61% to 69%) were also interested in a clearing house for member research; data bank of member expertise/interest; and stronger connections with other professional associations. On the other hand, almost half (48%) of the respondents were against MPPAW publishing a journal of some type, and only about one-third showed interest in a "members only" section of the website. About two-thirds of respondents approved of having beer or wine available at the social hour prior to meetings, while most of the remaining were neutral on the topic. Many people (57%) also would like formally announced opportunities to continue socializing after the meetings.

Finally, an incredible 96% thought that the membership fees were just about right, which according to our survey guru means they are too low! Thanks again for your input. Feel free to take a look at the detail on the website and pass along any interpretive suggestions to Janis and the new Board, who will ponder the results and explore the merits and feasibility of taking actions in some areas.

February Presentation Recap

Summary prepared by Josh Kuehler, Co-Secretary

A RESULTS-ONLY WORK ENVIRONMENTSM -- THE REVOLUTIONARY PLAN TO SAVE CORPORATE AMERICA

Cali Ressler and Jody Thompson CultureRx

The origin of Results-Only Work Environment lies with Cali Ressler and Jody Thompson, the innovators of this new paradigm. At the time, Cali and Jody were Best Buy's organizational development leaders. This concept started when flexible scheduling was implemented in a troubled division that was dealing with sinking employee morale. The other part of the solution required a trusting manager that would allow his/her team to work as it fit their needs. After three years of flexible schedules and trust in autonomy, the results proved the program's effectiveness. Turnover fell from 14% to zero and job satisfaction improved by 10%. The team performance scores increased 13%.

After these initial results, the company's management pushed to make total flexibility available to everyone. The premise of Results-Only Work Environment (ROWE) is that employees are not only allowed but are encouraged to do **whatever** they want, **whenever** they want – **as long as the work gets done**. Teams decide if and when they are ready to join; no one is forced into it.

The first step in implementing ROWE consists of developing an online calendar to see where anyone is at any given time. When employees are ready, the online calendar is abandoned and whiteboards and out-of-office messages are used. Employees report

that emails have become more concise and meaningful with less "FYI." Previously, weekly staff meetings lasted two hours and frequently turned into chit-chat. Now if a meeting isn't necessary, they don't have one.

As with other culture changes, some apprehension is expected. Those working toward the "First one in and last one out" award now struggle to figure out how to prove themselves in the changing environment. The definition of success changes, which can easily make anyone nervous. To deprogram ideas, notions and conditioned expectations that the more face time, the harder you must be working, some cultural barriers have to change. "Sludge sessions" are attempts to end the jokes and comments that reinforce overwork. An example of sludge: Someone comes to work at ten o'clock and another jokingly says "Wow, I wish I could come in at 10." To combat this "sludge" employees call it out whenever they hear an offending comment: Sludge! Some teams started a pool and put a dollar in it for every sludge infraction. Phyllis Moen, a sociologist at the University of Minnesota, is studying the employees in the Results-Only Work Environment. She states that calling out sludge may sound weird but can really help people break their bad habits.

Managers have put up the most resistance. One manager had to learn how to stop treating his employees as if they were "unruly children," as he puts it. The data-entry clerks and claims processors under that manager now focus on how many forms they get through in a week instead of punching clocks and counting hours. Managers have to learn to give up a little control, too. If they need someone to come in on Saturday for a client, the team – not the manager – decides how to handle the coverage. Also, stopping by someone's desk and springing deadlines can't happen. The person may not be at their desk at that moment. In ROWE, managers have to plan their team's work more carefully and get to know their people on a deeper level.

Results-Only Work Environment and total flexibility may not work for everyone. For instance the legal department is compensated based on how well they serve their clients. The nature of that department is incongruent with the theme of ROWE. Some wonder if ROWE will push more work into traditional downtime, such as checking email and voice mail on days off. Others claim that the hardest adjustment was "not working 24 hours a day, because you have the ability now." Under ROWE, the adjustment could be harder for those who find comfort in routine, and want order.

With ROWE there are no schedules, nobody counts hours, work is something you **do** – not somewhere you **go** – and there is no judgment on how people spend their time. Some of the benefits include: increased productivity, retention, and engagement, and reduced stress-related health claims.

See you there!

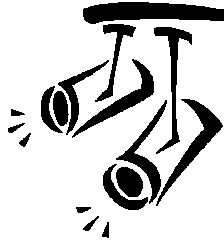


Member Profiles

By Julie Moran, Co-Secretary

The Spotlight is on...

Kristie Campana, Industrial/Organizational student at the University of Minnesota



She was an undergraduate at Gustavus Adolphus College in St. Peter, MN when Kristie decided she wanted to pursue a PhD in the field of Industrial/Organizational Psychology. What first piqued her interest about applying psychology to work was the book Do What You Are, where the author linked the MBTI to vocational interests. Doing some research on this led her to the field of I/O psychology. Unfortunately, there were not many resources available to her at Gustavus, and most of the professors there had only a basic knowledge about the field. However, she managed to get some work with David Menk, who conducted institutional research at Gustavus, and another professor there recommended her for an internship at 3M. This internship was helpful in teaching Kristie about what I/O psychology really was, and how to conduct and analyze surveys on a much bigger scale.

David Menk was a strong influence on Kristie throughout her undergraduate education. He gave her a lot of helpful advice about how to apply to graduate schools, and informed her about the breadth of jobs in the field. He did, however, offer one warning about the I/O field: "Stay away from consulting if you don't want grey hair!" The support and guidance offered by her current advisor, Joyce Bono, has also been indispensable; she has been great about helping Kristie become a better thinker and researcher.

Kristie really tries to bring some balance to the I/O perspective. She thinks that those working in the field, whether in the applied or research arena, can benefit from looking at how other experiences or perspectives (e.g., counseling, economics, sociology) can inform what we do and what we research. When dealing with a practical question, she tries to think of how people from many different perspectives might approach it. Then again, Kristie likes the breadth of the I/O field. She views going to SIOP as a refreshing experience because she sees people from all different walks of life – people who do selection in-house, consultants, vocational therapists, and Organizational Health Psychologists. She feels that in this field, there is a place for everyone, and that is especially evident at SIOP.

Kristie's typical day is spent reading, writing, or teaching Introduction to Psychology students. Lately, she has spent a lot of time coordinating and communicating with research participants, and preparing for a presentation on Leadership that she will give in mid-April.

Originally from Helena, MT, Kristie moved to Minnesota at the age of 5. Maintaining such a busy schedule, Kristie likes to take her leisure time as slowly as possible. She spends a lot of her free-time playing with her cats, named Bonnie & Clyde, taking walks in St. Paul with her husband, and knitting. One thing many people do not know about Kristie is that, if money were not an issue, she would either work at her family's restaurant in Switzerland, or open an ice cream shop – but probably in a warmer state than Minnesota!

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!

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 May 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

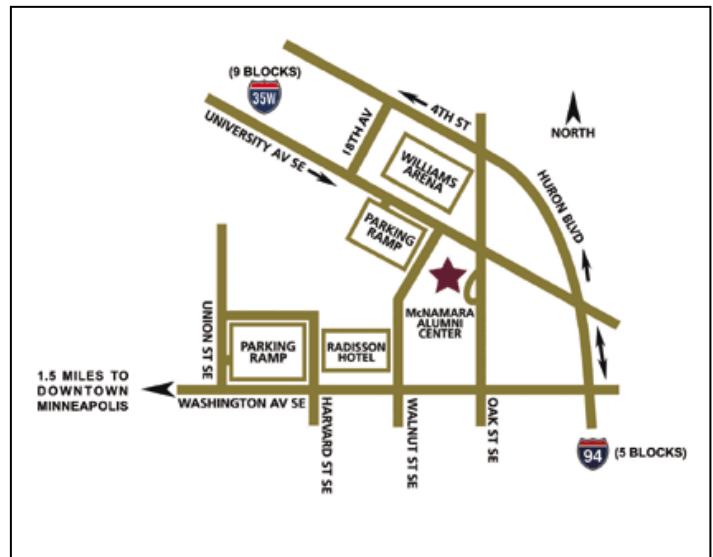
Take Exit #18, 4th St-University Ave exit. Keep right at fork in ramp and merge onto University Ave SE. Drive 9 blocks to the University Avenue Parking Ramp on right side of street.

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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MPPAW Website: www.mppaw.org