



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Bob Lewis, VP Programs

THURSDAY, NOVEMBER 17: PAY ATTENTION, THIS IS IMPORTANT! APPLYING RELATIVE WEIGHT ANALYSIS TO ORGANIZATIONAL RESEARCH

Jeff W. Johnson, Ph.D., Senior Staff Scientist
Personnel Decisions Research Institutes

Organizational researchers are often interested in determining the relative importance of a set of independent variables to some dependent variable. For example, what is the relative importance of satisfaction with pay, training, career opportunities, and the supervisor to overall satisfaction with the company? What is the relative importance of reasoning ability, verbal ability, dependability, and achievement orientation to overall job performance? Correlations and multiple regression are often used to address these questions, but these procedures provide ambiguous results when independent variables are correlated.

This presentation will present relative weight analysis (RWA) as a quick and easy method for computing the relative importance of correlated predictors in multiple regression. Issues discussed will include comparisons to alternative methods, example applications, appropriate types of variables, and significance testing. The goals of the presentation are to teach attendees the limitations of different measures of relative importance, when to appropriately apply RWA, how to interpret RWA output, and how to conduct their own RWA if so inclined. The presentation will be at a level that is appropriate for audiences of all levels of statistical expertise.



Jeff W. Johnson is a Senior Staff Scientist at Personnel Decisions Research Institutes (PDRI). He received his Ph.D. in Industrial and Organizational Psychology at the University of Minnesota in 1994. While at Questar in the mid-1990's, he developed relative weight analysis to address the problem of correlated predictors when assessing the relative importance of specific attributes measured by a survey to overall evaluations. Since joining PDRI in 1997, he has directed and carried out many applied

organizational research projects for a variety of government and private-sector clients. His primary research interests are in the areas of personnel selection, performance measurement, research methods, and statistics. He frequently publishes in a variety of journals and is on the editorial board of *Personnel Psychology*.

MPPAW Update

by Kraig King, President

I want to extend a big thank you to David Peterson and Marc Sokol for their presentation on coaching leaders around making critical choices. I gained some frameworks and insights that I can use both in coaching leaders and in my own decision-making. Check out the slides on the MPPAW website at <http://www.mppaw.org/program.html>

This month we will head in another direction. Jeff Johnson will provide a tutorial on applying relative weights in regression analysis. Please note that the meeting will take place at the Continuing Education and Conference Center on the University of Minnesota's St. Paul campus. This is the final meeting in St. Paul. Starting in January, all meetings for the next few years will be at our new location, the McNamara Alumni Center on the east bank Minneapolis campus. Initial feedback on the McNamara Center was quite positive. Do let us know what you think.

MPPAW has grown and changed over the years. We thought it was time to check in more systematically with the membership to see if it is meeting your needs. So, in the next few months, we will conduct a member survey to get your opinions. We hope to cover a range of areas—such as topics you want speakers to cover, format of meetings, location, whether we should have a happy hour cash bar, and more. If there are particular issues you think we should include in the survey, please let us know soon. Send your ideas to me at Kraig.King@personneldecisions.com or to Janis Houston at janis.houston@pdri.com

See you in St. Paul on November 17.



Notice on November Location!!

Just for November, we are returning to the **Continuing Education and Conference Center** on the St. Paul campus of the University of Minnesota. Directions are on the back page of the newsletter.

Beginning in January (there is no December meeting), we will return to the **McNamara Alumni Center** on the East Bank of the University, where we will remain!

September Presentation Recap

Summary prepared by Josh Kuehler, Co-Secretary

THURSDAY, OCTOBER 20: COACHING LEADERS ON CRITICAL CHOICES IN A COMPLEX WORLD

David Peterson, Ph.D. and **Marc Sokol, Ph.D.**,
SVP and VP, Personnel Decisions International

David and Marc's objectives were to inform and help us understand the most critical choice points and decision-making challenges for leaders, to inform specific techniques for helping managers and executives make better decisions, and to gain insight on our own decision making processes.

When making decisions, humans are guilty of confirmation bias, i.e., people are better equipped to confirm beliefs than to challenge them. Peterson and Sokol state that a pro and con analysis can be used to objectively evaluate all sides. For instance when deciding between two options, the manager should consider pros of option A, then cons of option A. The manager or executive should then consider the pros and cons of option B. The next bias often committed is selection bias. Humans observe when things hit, and not when they miss. After acknowledging biases, people can recognize and figure out how to respond to their own most common biases.



When it comes to decision making, six "hot buttons" become apparent:

1. Single criterion decision making. Using a single criterion (ROI) is too narrow, which precludes creative problem solving and sub-optimizes the broader system. Managers tend to view sustainable strategic success, resources and processes as the choices and criteria; HR views human capacity, policies and practices, and aligned actions as their choices and criteria. The Big TOE (theory of everything) Win/Win Framework identifies all needs and criteria from all parties before searching for solutions. Reframe the situation from "How do we choose between A and B" to "How do we choose to work together to find the win/win for all parties?"

2. Short term/ long term tradeoffs. Frequently the short term is satisfied while putting off the pain of the long term. How can you make decisions for the long term? First, clarify the values they want to reflect as a leader and also clarify the ST and LT impact their actions have. Second, make the commitment ahead of time and be prepared for the situation to arise. Third, prepare well-rehearsed, automatic responses that require minimal conscious effort. Four major failures occur in group decision making – failure: 1) to anticipate problem before it arrives, 2) to perceive the problem, 3) to try to solve the problem, 4) in your attempt to solve the problem.

3. Ethics and Integrity. Establish clear goals. Find drivers, motivation, and purpose of anything else that ultimately drives a person's actions. Make conscious choices. What are the options and what choices do you have? Effective action: what is the most effective thing you can do? Some implications for coaches are: work at clarifying goals and values, find the goal behind the goal, ask "What else?" until you hit more emotionally-loaded motives, and test their stated goals against their actions.

4. "Politics" as the easy explanation. Politics are how things get done in organizations when there aren't enough resources to do what everyone wants. A mediocre idea with 100% commitment is far better than a brilliant idea with little traction.

5. Increasing complexity and ambiguity. Kegan's five orders of mental complexity help explain the cognitive activity in making decisions. The first two orders are pre-adult and do not apply in this case. The third order is instrumental: decisions have a right and wrong aspect with no in-between. The fourth order is social: a decision needs group consensus – it is necessary to arrive at an agreed-upon decision. The fifth order is self-authoring: decisions have many possible paths and there may not be any one "best" decision. Coaches should adapt their coaching to the client since one cannot think beyond their order of cognitive complexity.

6. Time management and prioritization. Some simple rules for time management for the client is to figure out what is really important and work on the stuff that maximizes both sets of outcomes

Three stages help coaching leaders around critical choices.

- 1. Lay the foundation.** Clarify their values framework (Who do I want to be? As a leader?)
- 2. Seize the moments of truth.** Make sure they recognize the critical choices when they appear (How will others perceive this choice? What are the risks if I'm wrong?)
- 3. Prepare for the challenges.** Moving too fast to see it or finding a quick fix.

To conclude the presentation, Peterson and Sokol reinforced the essence of choice. Establish clear goals (What matters here? What are the relevant goals and criteria to consider?); Make a conscious choice (What is the best choice given all that's important?); and lastly, take an effective action (What am I actually going to do?).

Member Profiles

By Julie Moran, Co-Secretary

The Spotlight is on...

Norma DiLorenzo, Psy.D., Psychologist, Martin McAllister Consulting Psychologists Incorporated



Norma DiLorenzo, one of the original members of MPPAW, was not always centrally located in the Midwest. Born in Boston, her family provided a broad perspective on life as they moved four times before she graduated high school. At the age of four her family relocated to Los Angeles for six years, followed by Alberta, Canada for three years, then an additional three years in Manitoba, Canada, and finally settling in Minneapolis. Once grounded in Minneapolis, Norma began her career as an aspiring business major at the University of Minnesota, Twin Cities. After completing micro- and macroeconomics courses, she found an increasing interest in working with people and changed her major to psychology. Following her bachelor's degree, Norma ultimately decided to enter into the Minnesota School of Professional Psychology (now known as Argosy University) program to pursue a doctor of psychology degree in clinical psychology.

While in school Norma also made a lengthy commute up interstate 94 to Fergus Falls for an internship at the Lakeland Mental Health Center, which developed into a job after completing her Psy.D. in 1996. After a great year with them, Jack O'Regan, the Dean of Norma's former graduate university, mentioned an opening at Martin McAllister Consulting. The position primarily focused on assessment work; coincidentally, Norma was a teachers' assistant for all her assessment classes and held a strong interest in assessment work. She accepted the position, which rekindled her interest in working with people, particularly in the field of assessment. With her clinical psychology background, Norma has discovered a great fit in this line of work, thoroughly enjoying her day-

to-day contact with assessments. She believes her career has now come full circle, bringing her back to her original fascination with business at the University of Minnesota.

Norma stays busy with her work, typically handling around four individuals each day in either pre-employment or developmental assessment. She works with a variety of clients for different positions in both the private and public sectors. Being a contributing member from year one, Norma gets pleasure from her relationship-based approach to business and continuous interaction with clients.

Although her work is demanding, Norma is the oldest of six and remains very close to her siblings. Constantly trying new restaurants, she has a particular interest in great food, as well as reading, theater, art, and traveling when she is not at work. She also has an enthusiastic interest in the Renaissance and attends the Minnesota Renaissance Festival annually, where you may not recognize her in her century-appropriate attire!

Announcements



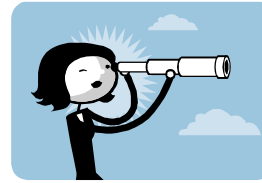
Continuing Education Credits.

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!

Is there a Doctor in the house? During the MPPAW social hour one can see many groups eating and talking. I usually see professionals talking to other professionals and students talking to other students. I try to spark up a conversation with someone I don't know each month. However, as a student, simply walking up to a lone professional (add to this that they are usually not alone) and creating a conversation is intimidating and awkward. So I took it on as a personal challenge to find a solution to get students and professionals to interact more. Two years ago, MPPAW held "The Doctor Is In" where a professional is available to answer questions for those who wish to gain some insight on their profession. We would like to hear from you if you are interested in answering some students' questions on what you do in your profession. Please contact me (Joshua.Kuehler@hotmail.com) or 320-309-0285. Your participation will be much appreciated.

Psychologically Healthy Workplace Award. The Minnesota Psychological Association is again accepting applications for its annual Psychologically Healthy Workplace Award. Any organization based in Minnesota is eligible. **Job stress costs US employers an estimated \$300 billion a year!** This award was created to recognize businesses and organizations that have demonstrated a commitment to the psychological health and well-being of their employees while enhancing organizational performance and productivity. For more information, visit the MPA website at www.mnpsych.org.



STILL LOOKING! I am still looking for help to get that pesky dissertation done! If you have a graduate degree in I/O Psychology, work in the field, and would be willing to help validate an instrument to measure Generation X employee retention, please contact me. I need only 15-20 minutes of your time.

I also need companies that will allow me to beta test the instrument and give me access to their retention rates. Companies will get valuable information in regards to Generation X employee retention and free consulting services!

If you can help me out, or have any questions, please contact me, Angela Ranta, by email (angieranta@hotmail.com) or cell phone (612-481-9009). Thank you!

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

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.

Our location for the November meeting is the Continuing Education and Conference Center on the St. Paul campus of the University of Minnesota. Check the TV screen at the entrance for room information.

See map and driving directions on the next page.



How to Get There...

From I-694 take 35W south to the Cleveland Avenue exit (Note: exit to the left). Follow Cleveland Avenue to Larpenteur Avenue. Go east (left) on Larpenteur to Gortner, turn south (right) on Gortner and go to Buford Avenue. Turn east (left) on Buford Avenue to the parking area.

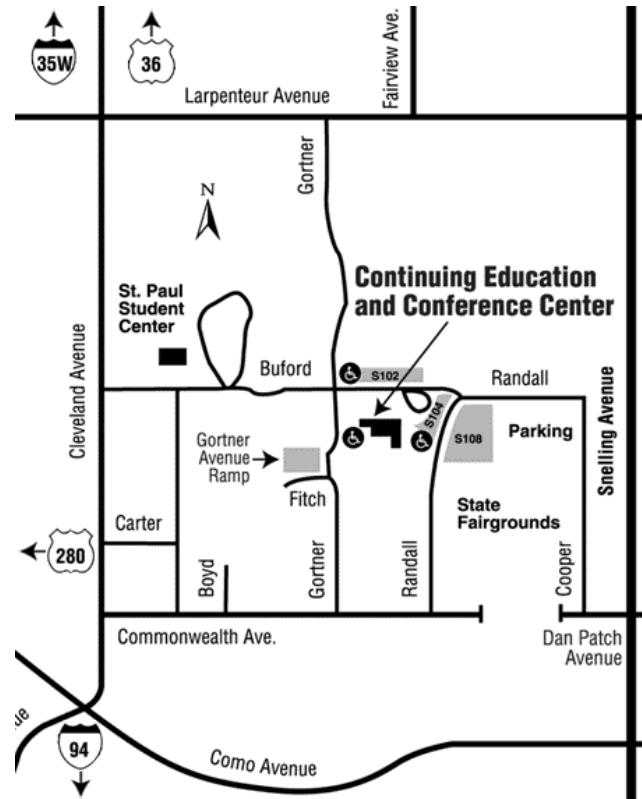
From I-35W take the Highway 36 exit and turn south on Cleveland Avenue to Larpenteur Avenue. Go east (left) on Larpenteur to Gortner, turn south (right) on Gortner and go to Buford Avenue. Turn east (left) on Buford Avenue to the parking area.

From downtown St. Paul: Go west on I-94 to Snelling Ave. Go north on Snelling Ave. to Larpenteur Avenue. Go west (left) on Larpenteur to Gortner, turn south (left) on Gortner and go to Buford Avenue. Turn east (left) on Buford Avenue to the parking area.

From downtown Minneapolis: Go east on I-94 to MN-280, exit number 236. (Note: exit to the left). Merge onto MN-280 north. Exit at Larpenteur Ave. Take Larpenteur east (right) to Gortner (3rd traffic light). Turn south (right) on Gortner and go to Buford Avenue. Turn east (left) on Buford Avenue to the parking area.

PARKING ADVISORY: There are contract lots at the U of M that restrict parking to those with a pass. They are clearly marked with signs – if you park there, you will be ticketed. Instead:

- Use the Gortner Avenue ramp.
- Use Lot S104 (drive past the conference center and enter the lot on the same side of the street).



MPPAW Officers and Key Committee Members

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MPPAW Website: www.mppaw.org

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