



# Minnesota Professionals for Psychology Applied to Work

## Upcoming Speaker

By Lisa Perez, VP Programs

THURSDAY, FEBRUARY 15:

### Trust in newly formed work groups: Antecedents and consequences



**Jose Cortina, Ph.D.**  
Associate Professor  
George Mason University

This presentation will focus on the challenges involved in newly formed work groups. These challenges are especially relevant in today's global economy, where people brought together to accomplish a task may be strangers to one another. If these tasks are interdependent, then individuals will need to trust the competence and good intentions of their fellow group members. In traditional teams, trust was established as a result of experience with the trustee, but this experience is absent in newly formed groups. Dr. Cortina will discuss why and how members of such groups develop interpersonal trust and whether the trust developed in such situations is different from trust based on knowledge and experience. Finally, he will discuss how to foster the development of interpersonal trust in such teams and leverage it for effective performance on interdependent tasks.

**Jose Cortina** is an Associate Professor in the I/O Psychology program at George Mason. He received his Ph.D. in 1994 from Michigan State. His research interests include meta-analysis and the use of personality to predict job performance. He has published extensively in the top journals of our field and sits on the editorial boards of four journals. He is currently Associate Editor of the *Journal of Applied Psychology*. In 2001, Dr. Cortina received the Ernest J. McCormick Award for Distinguished Early Career Contributions from SIOP. In 2004, he

received the Robert O. McDonald Best Paper Award from the Research Methods Division of the Academy of Management.



## MPPAW Update

by Janis Houston, President

Hello again fellow Minnesotans!

And this month really feels like Minnesota, with temperatures sinking into the single-digit range. As I walked to work this week (yes, I really did), I had serious concerns that the epithelial cells in my lungs would indeed freeze. Ah, but that's what makes us hardy, eh? And here's hoping that all you hardy Minnesota I/Os will make it to the upcoming session on February 15<sup>th</sup> to hear our *Featured Speaker* this year, Dr. Jose Cortina, from George Mason University. Dr. Cortina, who has published extensively on the use of personality constructs to predict job performance, will be talking about the antecedents and consequences of trust in newly formed work groups – should be very interesting.

Last month (when it was so much warmer), we had a great turnout for Dr. Jenifer Kihm, Tom Barrett, and Sandy Hebert, discussing how to make the process of talent acquisition much leaner by eliminating non value-added activities – a very intriguing session.

Given the response to our suggested change of venue from McNamara to Solera (downtown Mpls at corner of Hennepin and 9<sup>th</sup>) for next season, the board voted to go ahead with this change, for the 07-08 MPPAW season. It should save a little money, the parking should be easier/cheaper, and the food should be great! Sneak preview: we are planning to have an MPPAW party in June, to celebrate this change of venue, at Solera, to introduce everyone to the place, and to just get together to celebrate the completion of one season and the heralding of another. More details as the event approaches.

As always, if you have ideas, suggestions, or comments for us, please feel free to contact any board member (listed on the MPPAW website – [www.mppaw.org](http://www.mppaw.org) – with contact info). And we encourage all of you to invite someone who hasn't been coming to the MPPAW sessions to join us ... for a session, or for a season!

## February Presentation Recap

Summary prepared by Mathew Borneman, Co-Secretary

### Transforming talent acquisition: Lean transformation and standard work

**Jennifer Kihm, Operant**  
**Tom Barrett, PDG Consultants, Inc.**  
**Sandy Hébert, Operant**

The January MPPAW presentation provided a unique look at a marriage of three specialties: industrial psychology, industrial engineering, and technology. Jennifer Kihm, a classically trained I/O psychologist, gave us a unique insight as to how recommended practices of personnel selection can be integrated with practices of industrial engineering, using current technology to implement and maintain the usage of the practices. This serves to provide a model for how these practices can be implemented in a business setting.

Tom Barrett, an industrial engineer, began the presentation by discussing what “lean transformation” is. Simply put, “lean” is a way to categorize all activities as “value-added” or “non-value-added.” The focus in lean transformation is to eliminate all non-value-added activities; in other words, eliminating wasteful activities. For example, a team might spend five days improving a process, where the focus is on the elimination of waste. Here, they are looking for *kaizen* (“change for the good”); where waste elimination is the focus of the team. These processes have been employed in a vast number of sectors (e.g., printing, government, healthcare), and have had drastic improvements for the bottom line (e.g., lead time reductions, quality improvements, increased cash flows).

He went on to discuss what he calls “standard work”; the best known method for a process. While commonly applied in a manufacturing context, he argued that this concept can be applied to all aspects of work. However, to be applied properly, both the employees and the organization must recognize the value of standard work and see how it can be applied.

Jennifer Kihm then went on to discuss how the principles of lean transformation and standard work could be applied to the selection process. She began by discussing how the majority of organizations are currently unhappy with the practices of HR in the hiring of new employees, despite the fact that this is viewed as an extremely important function of HR. She notes that these problems exist because the hiring process is difficult, loosely defined, the foundational activities of hiring (e.g., job analysis, recruitment) are often not done well and not in a coherent process, and that the wrong individuals are in the roles responsible for hiring people.

After providing a diagram for how the hiring process is typically practiced and how I/O recommended practices (e.g., work samples) are often not followed, Dr. Kihm discussed how small improvements in line with the concepts of lean transformation and standard work can improve the hiring process. These improvements include (but are not limited to) creating specific timelines for the hiring process, job descriptions, identifying work samples, and making sure that the professionals in charge of hiring are trained. She then noted how these seemingly small improvements can drastically reduce the upfront work for the hiring manager, time to fill the position, and quality of the hires, among other benefits.

Sandy Hébert then went on to discuss how current technology could facilitate the principles of lean transformation and standard work could be applied, using Dr. Kihm’s specific example as a context for the implementation. For example, she notes how the use of an integrated calendar system could alert all pertinent people to tasks that need to be completed each day. In addition the same system could be used to create appropriate schedules for all individuals involved in the hiring process. Using such a system helps the responsible people keep on a very specific schedule, shortening the time in the hiring process. In addition, technology can be used to keep candidate up to date on the process, noting their position in the hiring effort, even extending offers automatically.

\*\*\*\*\*

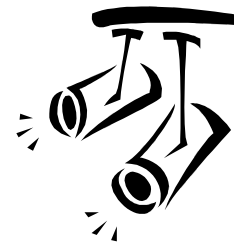
## Member Profiles

By Janette Donovan, Co-Secretary

*The Spotlight is on...*

**Kevin Schlegel** is a native of Dubuque, IA, who graduated from Loras College with a Bachelor’s degree in Psychology. His decision to study Psychology was inspired by a desire to work in a field where he would have the opportunity to help people. Following his graduation from Loras College, Kevin decided to move to the Twin Cities to pursue his graduate education. He obtained a Master’s degree in Counseling Psychology from St. Mary’s University and a Psy. D. from the University of St. Thomas.

Kevin first became interested in I/O Psychology as an undergraduate, when he was working two jobs to put himself through school “Both places had managers who were disruptive to the organization,” he says. “I didn’t know at the time that this was an I/O issue until later in my Master’s program.” He felt drawn to the field of I/O Psychology because of the unique opportunity it provides to help people in the workplace. “Freud, Rogers, and the like were devoted to helping others,” he says. “However, over time, people’s work life has become



a major piece of their existence and as a result need assistance in their role as employees.” He then returned to St. Mary’s to pursue a Master’s Degree in Human Resource Management, and is now pursuing an I/O Psychology degree from St. Thomas.

Kevin’s current research focuses on the effect of Sarbanes-Oxley on the organizational culture, and the effect of negative personality traits in the role of leadership. He is also interested in the effects of misconduct on the part of board members and how that behavior ripples throughout an organization. In the future, he hopes to work in the area of coaching, selection, and succession planning. By the time he retires, Kevin would like to be a diplomat for the American Board of Professional Psychology (ABPP) in organizational and business consulting.

In addition to his research, Kevin stays busy by serving as the current VP Elect of Membership of MPPAW! He enjoys the opportunity to interact with other MPPAW members during the meetings, and feels that the organization is a great resource to professional and students alike. His hope is that people have a pleasant time at the meetings and are able to learn new ideas to better themselves in the field of I/O Psychology.

When his busy class and work schedule permit, Kevin enjoys taking some time to relax by getting out to the local trout streams to do some fly fishing. He also enjoys spending time with his wife and their German shepherd, Anna (named after Freud’s daughter!) in their home in the western suburbs. Kevin also does a lot of work on Toyota Land Cruises and is planning a trip to Colorado to visit a few Land Cruiser junkyards for a new project vehicle.

\*\*\*\*\*

**David Klieger** is not your average I/O Psychology graduate student. A native of New Jersey, he received a Bachelors of Arts Degree in Government from Cornell University; studied Politics, Philosophy and Economics as a visiting student in Oxford University; and received a law degree from the University of Pennsylvania School of Law.

He was introduced to I/O Psychology after stumbling across a paragraph about the field in the *Insider’s Guide to Graduate Programs in Clinical & Counseling Psychology* by Mayne, Norcross & Sayette (2000 edition). Having always been interested in Psychology, the clinical and counseling areas did not appeal enough to him and he thought I/O would be a far better match to his skill set. “My theoretically/logically-oriented legal education and IO’s strong emphasis on statistical methods and numerical data complemented each other rather nicely,” David says. “Given my commitment to pursue psychology, IO appealed to me rationally and viscerally.”

His desire to pursue I/O Psychology brought him to the University of Illinois at Urbana-Champaign. In his second year in

the program, David’s faculty advisor, Dr. Nathan R. Kuncel, took a position in I/O program at the University of Minnesota. When David received an offer to move with him, he could not turn it down. He wanted to continue working with his faculty advisor in his specialty areas on a regular basis.

At the University of Minnesota, David stays busy by working on several research projects, some of which have been published or are in press. He has also participated in poster presentations and given several presentations to faculty, as well as graduate and undergraduate students about a variety of topics related to I/O Psychology, including his own research projects and interests. In addition, he will be participating in a symposium presentation this academic year.

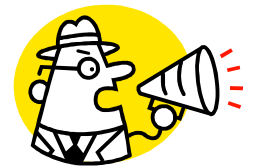
David’s future aspirations are to remain in an academic position or a private-sector position with a strong research focus. His favorite aspect of the I/O field is its focus on empiricism. “It is one thing to rationalize a position and quite another to be able to support it with hard data,” he says. He also values the implications for individuals, organizations, and society. He believes that I/O Psychology, as an applied field devoted to an area that is near and dear to the hearts of virtually anyone (i.e. work), can have a tremendous impact on many futures.

David has been a member of MPPAW since the fall of 2005, shortly after he arrived in the Twin Cities. He enjoys the combinations of interesting academic and practical topics during MPPAW meetings, as well as the atmosphere, which he finds to be both friendly and professional. In his free time, he enjoys hiking, traveling, book-collecting, and watching ice hockey (preferably live!).

\*\*\*\*\*

## Announcements

**Social Hour**  
By Justin Bethke, VP Communications



Attention MPPAW members! Although we will no longer be able to enjoy our favorite alcoholic beverages during meetings, you are invited to the official MPPAW Social Hour. We will be meeting at Applebee’s, just a short walk from the McNamara building (take a right from the front of the building, less than a block). Feel free to join us for food and drinks (no promises on stimulating conversation).

## 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.

### 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

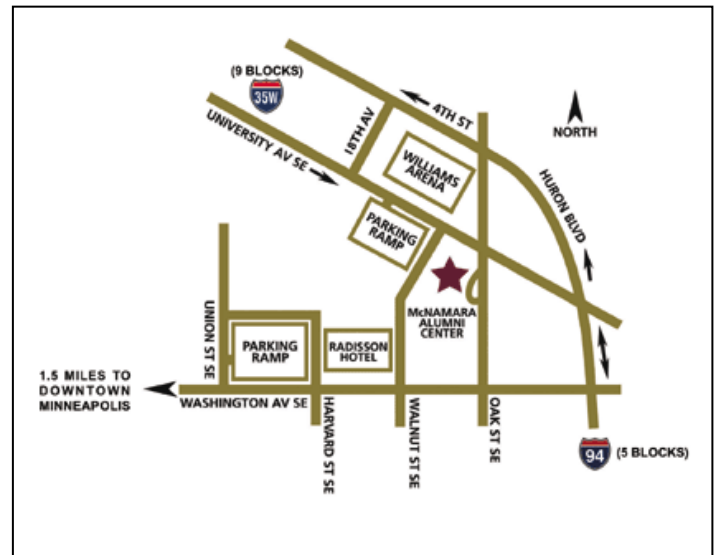
Take Exit #18, 4th St-University Ave exit. Keep right at fork in ramp and merge onto University Ave SE. Drive 9 blocks to the University Avenue Parking Ramp on right side of street.

#### 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 Website: [www.mppaw.org](http://www.mppaw.org)

© Copyright 2006, Minnesota Professionals for Psychology Applied to Work (MPPAW). 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 Jenny Merriam, VP Communication for information to be included in this newsletter.