



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Gary Johnson, VP Programs

THURSDAY, NOVEMBER 15: Succession Planning at Microsoft

Jeff McHenry, Ph.D.

It's been 20 years since the Center for Creative Leadership's publication of "Lessons of Experience" turned leadership development on its head. The extensive writing on the War for Talent beginning in the late 1990s has since pushed leadership continuity and talent management to the top of many companies' agendas, including Microsoft's. In this presentation, Jeff McHenry will describe how Microsoft has leveraged "Lessons of Leadership" and other empirical research to help support succession planning and leadership development. He'll describe some of the practical challenges that Microsoft has faced in implementing experience-based succession planning, and also discuss additional research that would help enlighten us on how to develop leaders more effectively.



Jeff McHenry is the Senior Director of People & Organization Capability for Microsoft's Sales, Marketing & Services Group. His responsibilities at Microsoft include talent management, leadership and high potential development, and organizational development. During his 14 years at Microsoft, Jeff has held a variety of HR specialist and generalist positions, including Director of the Executive & Management Development Group and HR Director for North America Sales & Services. Prior to joining Microsoft in 1993, Jeff was a consultant for a human resources consulting firm, worked in HR Research at Allstate Insurance, and taught human resources and organizational behavior at George Washington University and Seattle Pacific University. Jeff's areas of interest include leadership, talent management, and employee commitment. He has presented on these topics at numerous professional conferences. He holds a PhD in psychology from the University of Minnesota and has been active throughout his career in the Society for Industrial-Organizational Psychology. He is a Fellow of the Society and is currently the Society's Past President.



MPPAW Update

By Amy McKee, President

Have many of you received calls or emails in the past few months from students requesting an information interview about a career in industrial/organizational psychology? I've received at least half a dozen! Is this a popular new assignment for our graduate, undergraduate, and even high school students (they've been all levels)? Perhaps, and I applaud it. I'm happy to participate in a conversation about the opportunities and direction of our field; I see it as advancing our reach in the communities and businesses in which we work. Some students are more knowledgeable and more committed to the I/O field than others; some barely know what exactly it is that we do. Either way, the 30 minutes or so I've spent with each of them has been a pleasure. Hopefully I've provided some useful insights about the career they're contemplating; I know each conversation has infused me with renewed enthusiasm for the work I do and my own possibilities in this fascinating field.

We had another wonderful turnout at our second MPPAW meeting last month at Solera. Mitch Kusy presented his latest research on toxic personalities at work, and most if not all in the room had experiences to relate to this unfortunate interaction! This month we have the pleasure of hearing Jeff McHenry from Microsoft speak at our meeting on November 15th. Please join us and be sure to bring a friend!

If you have not already, log in to our website at www.mppaw.org and have a look around. From there, please click on the PayPal link and sign up for MPPAW membership. We have different options, including low-cost student memberships and "meeting fee included" memberships. These allow you to pay for all of the monthly meetings in advance so you don't have to fumble for cash or write a check that evening! Additionally, the prepay members don't have to wait in line to enter the meeting – you can go the express route straight to networking, tapas, cocktails, and a prime seat. Be sure to check with your company about membership and meeting fee reimbursement, as MPPAW is a CE-granting, professional development organization.

I make sure to invite every student I've talked with during these informational interviews to our meetings, as well as colleagues and clients who I think would find our speaker topics and social atmosphere engaging. Please do the same as you encounter MN professionals with a fleeting interest or a deep passion for psychology applied to work! Thank you.

October Presentation Recap

Summary prepared by Nate Dvorak, Co-Secretary

Toxic Personalities at Work

Mitch Kusy, Ph.D.



On October 18th Dr. Mitch Kusy attended the MPPAW meeting to discuss some of his latest research regarding toxic personalities in the workplace. According to his research toxic personalities are extremely prevalent in the workforce today. However, many myths surround the antecedents, identification, and management of these employees.

It seems almost everyone has experienced a toxic personality but these people are difficult for the organization as a whole to identify. Traditional performance and behavior measures such as performance reviews and even 360 feedback tools struggle to identify the impact of these individuals. Dr. Kusy noted these individual's often have a "protector", someone who, usually unknowingly, is assisting or protecting their toxic behaviors.

Research has shown these toxic individuals seem to have a negative impact on communication, group performance and employee turnover within their organizations. Interestingly, Dr. Kusy noted that past "solutions" to combat this type of behavior including work restructuring, performance management, and coaching have proven ineffective. His research shows the best method of managing toxic personalities is to remove them from the organization and he discussed initial strategies and interventions that enable this process. Questions and comments from the audience were welcomed and a great exchange ensued about personal and environmental factors contributing to the toxic behaviors. As Dr. Kusy noted, this is a fairly new stream of research and much more research is needed to gain further knowledge surrounding toxic personalities in the workplace. Thanks again Dr. Kusy for sharing your research and knowledge with us!

Member Profile

By Rena Rasch, Co-Secretary

The Spotlight is on...

Barb Krantz Taylor is with The Bailey Consulting Group



Barb started her career as a resident hall director at a small liberal arts college. She also worked in the career center and learned about helping students figure out what they wanted to do when they grew up.

Barb moved to Minneapolis in 1987 and pursued Employee Assistance program work, but ended up at the University of Minnesota in the Continuing Education and Extension Division (as it was known then) helping working adults going back to school transition their careers. Barb worked with adults who were completing advanced degrees or their first bachelors with the intention to reenter college and mainly figure out a new "work identity." The staffing at the time was all psychologists and it was during that time Barb received her license as a psychologist in Minnesota. At the Continuing Education and Extension Division, she did in depth counseling with each person for many months, using various assessments.

Barb then moved over to Human Resources at the U of M to pilot an Employee Career Enrichment program and eventually stayed on as Assistant Director. In that position, Barb helped employees at the U of M find work that used their talents and provided a sense of meaning and satisfaction. She was promoted to the director of that program in the late 1990's and also began consulting with different departments at the University, helping coach managers, do team building and assist in organizational change efforts at the department level. Barb began learning much more about OD and organizational psychology and in 2004, joined the Bailey Consulting Group to do consulting, coaching, and training in leadership development, career development, employee engagement and talent management.

Barb's advisor in Grad School, Bob Brown, was an influential person in her career. Bob Brown really encouraged and supported her as a practitioner, not just a researcher and future academic. Barb's colleagues at Career and Advising Center at University of Minnesota in Continuing Education and Extension helped Barb to become a better psychologist and grow professionally. Currently, Barb owes much to her business partner, Leigh Bailey, who took Barb on in The Bailey Consulting Group in 2004 as a consultant and has helped Barb continue to learn the "business" side of what she does. Leaving the U of M after 17 years to be an independent practitioner

and consultant was a huge transition and Leigh was so instrumental in helping Barb make that transition.

On a more personal note, Barb spends one week a year at Sheep Camp, learning all about herding sheep with her dog, an Australian Shepard named Solar. One hobby of Barb's is dog agility. Barb grew up on the east coast, New Jersey and Connecticut. She moved to the midwest when she was in her teens, and has stayed mostly in the midwest since. Barb has lived 8 states.

Announcements

Justin Bethke, VP of Communications

Call for Papers

Human Resources Research Organization is conducting a meta-analysis of predictors of clerical/administrative job performance and seek to collect unpublished papers and reports from 1980 or later on this topic. Predictors under consideration include cognitive domains (e.g., verbal, quantitative),



personality characteristics, and procedural knowledge and skill (e.g., computer/technology literacy); we are particularly interested in computerized clerical measures. We seek criterion-related validity studies examining a broad range of criteria (e.g., absenteeism, work samples, supervisory ratings). Please send any relevant materials (including sample size and description, effect sizes, and any additional information, such as reliabilities) to Rod McCloy (rmccloy@humro.org).

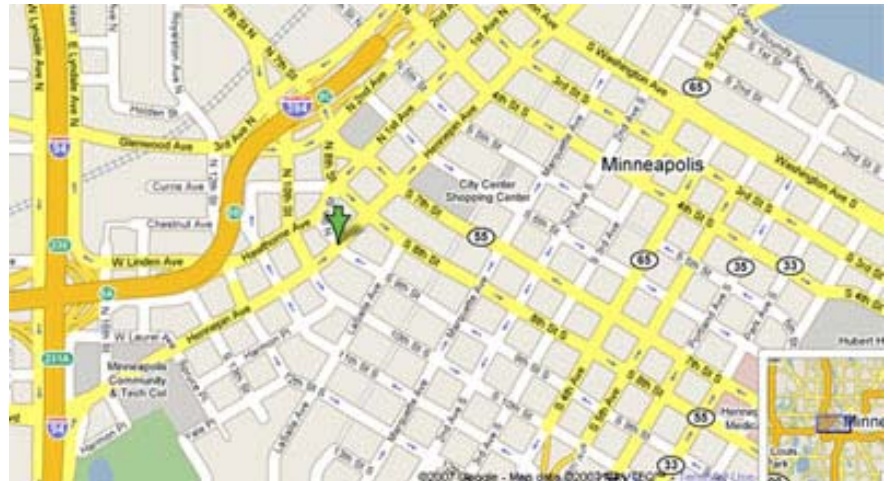
MPPAW Position Opening

MPPAW is currently seeking a web developer for the open Website Coordinator position (paid). Responsibilities would include Monthly during academic year: minor updates (adding new presentation & newsletter, adding/removing job postings) Summer housekeeping: more widespread updates (contact info, board members) and possible functionality changes (e.g., email list sign-up). To apply or recommend someone for this paid position, please contact Justin Bethke (justin.bethke@target.com).

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 7:45 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.



How to Get There...

Solera is located at 900 Hennepin Avenue in downtown Minneapolis. There is valet parking for \$6 or you can park in the Target Center garage directly behind Solera (and of course many other public lots around the 9th and Hennepin corner). Here's their website: <http://www.solera-restaurant.com/>

MPPAW Website: www.mppaw.org