



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Katie Olson, VP Programs

TUESDAY, MARCH 17

Competencies: The Bridge between Human Capabilities and Organizational Performance

Ken Lahti, Ph.D.

Director of Product Strategy and Innovation, PreVisor Inc.



Decades of research on the structure and dimensionality of human attributes have created a powerful language to describe human capabilities... which is largely meaningful only to scientists and psychologists. In order for our taxonomies to be useful and adopted within organizations, we need to translate both our processes and their output into terms that are understandable - and usable - by HR practitioners, hiring managers, and other business professionals. **Competencies** offer an easily understood framework to help business partners understand the critical links between science-driven programs and desired business results.

In this presentation, you will hear one scientist-practitioner's "talk track" for explaining the science underlying effective assessment and selection programs, and connecting what we do to business benefits. You will hear how science helps organizations determine performance "requirements" for job roles... and how to translate that information into a sensible hiring system. You will also learn how competencies can be used to operationalize performance expectations and help us connect human capabilities to organizational performance.

Dr. Ken Lahti completed his Ph.D. in I/O Psychology at Colorado State University and has over 10 years experience working in the field of assessment and selection. He has worked in a variety of roles including consulting, applied research, sales, and management that collectively provide a unique perspective regarding applied I/O psychology tools, technologies, and best practices. In his career, Dr. Lahti has developed personality assessments, cognitive ability and achievement tests, organizational culture/climate surveys, performance evaluations, and behavioral simulations and assessment center exercises. In addition, he has taught a variety of university psychology courses including psychometrics and graduate-level statistics. His professional interests include talent strategy, program evaluation and ROI, strategic selection system de-

sign, executive vision and leadership processes, and employee citizenship and job performance.

Dr. Lahti is a noted speaker in both the I/O and the broader HR community, presenting at conferences and/or webcasts hosted by organizations such as SHRM, SIOP, the Human Capital Institute, Best Practices Institute, Talent Management Magazine, HR.com, and industry events such as the IQPC Call Center Summit and Talent Management Strategies conference. He has been with PreVisor, a leading provider of online assessments, for 6 years. As Director of Product Strategy and Innovation at PreVisor, Dr. Lahti collaborates closely with multiple departments and senior leaders to create a comprehensive product strategy and execution plans aligned with corporate vision and market needs.



MPPAW Update

By Cheryl Paullin, President

I'm writing this month's column from Palm Springs, CA, where I'm attending the *Innovations in Testing* Conference hosted by the Association of Test Publishers. I'm awed and inspired by the ingenuity, creativity, and enthusiasm of applied psychologists who work in this area. Our March MPPAW speaker, Ken Lahti, will talk about some of the innovations that his employer, PreVisor, is bringing to the world of online assessment. I'm sure it will be a very informative and engaging presentation!

In April, we will distribute a link to an online survey to all members and non-members who provided an e-mail address. We hope you'll take a few minutes to complete the survey. We are very interested in hearing from both members and non-members. We'd like your opinion about the speakers and presenters so far this season and, just as importantly, your thoughts about topics or speakers you'd like in the future. We would also like to know how we can improve the MPPAW experience for you, and any suggestions for increasing membership.

Bylaws Revision: We need to do a little housekeeping on the bylaws. Specifically, we need to clarify that renewing members must pay their dues prior to the 2nd meeting of the season. (Currently, the bylaws state that renewing members must pay by the end of the year which would be several meetings into the season.) The second change will re-insert a heading that was inadvertently left out when the bylaws were transitioned to the website. We hope that you will approve both changes, but please do let me or any Board member know if you have questions or concerns. We will ask members to vote on the bylaws revisions as part of the survey mentioned above. Only members will be asked (or allowed) to vote on this topic.

Member Profile

By Megan Brogger, Co-Secretary

The Spotlight is on...

Carol Lynn Courtney, Ph.D.

President, Courtney Consulting Group



This month's profile spotlights Carol Lynn Courtney, President of Courtney Consulting Group. Dr. Courtney consults in the areas of Executive and Management Coaching, Transition (i.e., Retirement, Next Stage) Coaching, Selection Assessment, and Team Development.

Carol Lynn was the first person in her family to go to college and after working in a variety of different settings, she became interested in "how to work with people who are working". As a result, Carol Lynn pursued a Ph.D. at Southern Illinois University in the area of applied experimental psychology. She had a dual concentration in Industrial/Organizational psychology and Program Evaluation and helped to found a consulting firm while in graduate school (Applied Research Consultants). There she had opportunities to apply her classroom training to client work very early in her career. This was particularly exciting for Carol Lynn as she recalls that learning theory was interesting, but that she was driven by the challenge of applying that theory in practice.

Carol Lynn spent close to 20 years working as an internal/external consultant, staff contributor, and in various management and executive roles in large and small companies before founding Courtney Consulting Group. Carol Lynn chose to gain experience in a variety of roles within a variety of companies to better understand the client perspective. Thanks to these myriad experiences, she now likes the variety of companies she is able to work with and the ability to enter into various situations fluidly.

Passionate about her work, she brings an equal amount of energy to her hobbies and interests. Carol Lynn is the saxophonist in The Options (an MPPAW favorite!) – an instrument she picked up close to 10 years ago after being inspired by a musician she heard on one of her trips to South Africa. In addition to music, Carol Lynn enjoys traveling, exercising, biking, and kayaking, and takes dance and language classes (French, Italian & Spanish). Carol Lynn explains that she likes to continually challenge herself to avoid the risks associated with becoming too comfortable or complacent. More specifically, She says, "I like to get afraid every once in a while because we ask people to change their behaviors everyday and that's a scary thing for them." Carol Lynn also engages in a variety of volunteer work with non-profits and ensures that an ongoing percentage of her practice goes to pro bono work.

February Presentation Recap

By Megan Brogger, Co-Secretary

Recession, Restructuring and ReSelection

Fred Fishback, President, JavelinHR Solutions

Mr. Fishback engaged the MPPAW contingent with a timely discussion titled, *Recession, Restructuring and ReSelection*, on February 17th. His presentation emphasized that headlines are rattled with stories of job cuts, there has been a 49.8% increase in mass layoffs, and statistics show this recession is faster and deeper than several that this country has experienced in the past (1974, 1980, 1981, 1991, 2001, & 2007). Furthermore, Mr. Fishback argued that "institutional memory and experience on how to manage a company through a recession of this magnitude is limited."

More specifically, Mr. Fishback explained that layoffs are becoming a necessary way for companies to manage significant budget deficits and reductions. Layoffs tend to be handled quickly and secretly by trying to find redundancies, consolidating positions, focusing on essential job functions, and completely eliminating jobs. Though cutbacks in personnel put consultants who specialize in selection at risk, Fred explained that retooling allows people to market themselves in a way that can fit the new demands of organizations.

Mr. Fishback offered a different perspective on layoffs for consultants stating, "We're not deciding who to layoff, we're deciding who to rehire". Rather than just focusing on jobs, he suggested consultants need to help companies focus on their people. To do this, we must reconsider whether the old adage that the best predictor of future performance is past performance is still an accurate representation. Mr. Fishback suggested that performance appraisal evaluate behavior that has already occurred, while selection predicts behavior that has not yet occurred. Given reorganization and restructuring are common practices to manage decreased budgets he introduced the concept of ReSelection.

ReSelection does not just look at eliminating the bottom people, but rather retooling the organization so that its best people are in the right, and maybe new, positions that occur during reorganizations. This serves to create an elastic environment which will help companies face crises. In addition, ReSelection prevents those folks who have "just not done anything bad enough to get fired" from retaining their positions based solely on longevity. Rather job maintenance becomes an issue of performance or ability and their predicted ability to manage the new corporate environment.

Mr. Fishback shared that he believes ReSelecting employees from within the organization who have the skills to meet the upcoming needs, rather than the historical needs, will serve to downsize the workforce while upsizing the talent. Mr. Fishback outlined 6 steps in a ReSelection process:

1. Anticipate (the downturns)
2. Engage (the workforce)
3. ReInvent (fundamental redesign of jobs; lean practices, remove layers of management, etc.)

4. ReSelect (explain new job descriptions, employees get to opt in or out of the assessment process for re-selection)
5. Support and Manage the Transition & Disruption

Finally, Mr. Fishback explained how the HR Role adds value in this process of ReSelection by:

1. Identifying the critical job functions that add value
2. Getting out of the transactional business (which frees up to 40% of their time)
3. Facilitating activities included in ReSelection:
 - Simulations
 - Training and education
 - Behavioral examples
 - Supervisor/peer ratings
 - Performance reviews

Announcements

By Stephanie Klein, VP Communications

Minnesota Careers Conference



Minnesota Careers Conference, sponsored by the Minnesota Career Development Association, will be held on Friday, May 1st, 2009 and the Professional Development Institutes will be held on Thursday, April 30th in St. Paul, MN.

Who?

- Professionals and students interested in learning more about career development
- Career counselors
- Consulting psychologists interested in networking and sharing knowledge with colleagues

What?

Keynote by Po Bronson, author of "What Should I Do With My Life", breakout presentations on a variety of topics related to career development, member awards, networking social, and CEU credits. Two full day professional development institutes are offered on Thursday, April 30th.

Additional information is available on the MCDCA Website: <http://mcda.net/MN-Careers-Conference.htm>

Be sure to check us out online at www.mppaw.org!

Format of Meetings

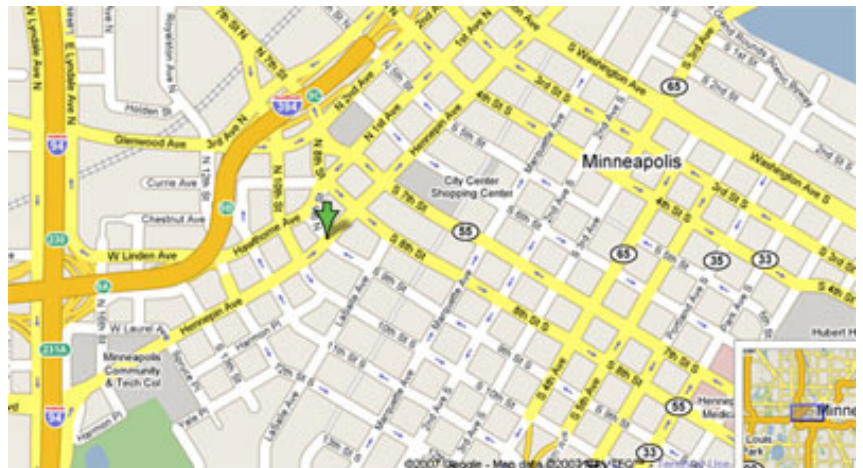
Meetings begin at 5:30 p.m. with a social hour, followed by the presentation at 6:20 p.m. The meeting will conclude at 7:45 p.m.

A fee of \$12.00 per MPPAW member and \$25.00 per non-member (\$6.00 and \$15.00 for students) covers food at the social hour, as well as helping with the costs associated with the presentation that evening.

How to Get There...

Solera (www.solera-restaurant.com) is located at 900 Hennepin Ave. 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).



MPPAW Website: www.mppaw.org

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