



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Heather Johnson, VP Programs

TUESDAY, FEBRUARY 16:

**Managing Critical Talent Pools:
A Process-based Approach to
Leadership Development at
Johnson & Johnson**

Michael J. Benson, Ph.D.

Manager, General Management
Leadership Development, Johnson
& Johnson



How does a firm manage talent in a global organization of 110,000+ employees? How do you know where to focus limited resources? What is the right approach? And how do you sell those ideas in difficult economic times? All of these are great questions and the intent of Mike Benson's presentation is to offer some thoughts and reflections on how Johnson & Johnson deals with (and answers) these difficult questions.

To survive and thrive in difficult times, companies need great leaders—leaders that can deal with complexity, ambiguity, and never-ending change in a global environment with ever-changing boundaries. Some of these challenges are even more difficult at Johnson & Johnson given its broad business sectors, global presence, and decentralized operating model. Developing leaders to achieve business imperatives is one of the key focus areas of Global Talent Management, generally, and the General Management Leadership Development Group (the group Mike is part of), specifically.

The presentation will focus on: 1) the talent management organization and vision at J&J; 2) the General Management development strategy; and 3) a review of the design and launch of the newest leadership development process for emerging general management talent—the Talent Acceleration Process (TAP). Mike will focus a good portion of his time on this final area to offer a review of how J&J moved TAP from vision thru design, and finally to the global launch which occurred in Oct 2009 in EMEA. In addition to describing the aforementioned, Mike will share some of the challenges encountered, lessons learned, and critical areas of consideration for

anyone who might find themselves tasked with designing a global leadership development.

Mike Benson joined J&J in 2008. In his current role, Mike is the Manager, General Management Leadership Development and part of the Global Talent Management group located at J&J World Headquarters in New Brunswick, NJ, USA. The focus of the Global Talent Management organization is delivering a strong and deep leadership pipeline through executive education and leadership development processes that will assist top management in achieving strategic business imperatives and provide a catalyst for change. Primary emphasis is being directed toward the development of Johnson & Johnson's general management pipeline worldwide. Specifically, he is responsible for partnering with the J&J Family of Companies to design and execute leadership development solutions and strategies that support the enterprise-wide GM Talent Development Strategy (including Chairman's Dialogue, LeAD, and TAP).

Prior to joining J&J, Mike worked for Personnel Decisions International, a large global HR consultancy, and spent 12 years as a military officer in the United States Air Force. The majority of experience focuses on leadership skills & traits, leadership development, and organizational performance. Mike has delivered leadership training sessions, performance feedback, and talent management consulting to military and corporate audiences.

Mike has a Ph.D. in Industrial & Organizational Psychology from the University of Minnesota, a Master's of Business Administration from the University of Texas at San Antonio, and a Bachelor of Science degree in Management and Behavioral Sciences & Leadership from the United States Air Force Academy. He holds memberships in the American Psychological Association, Society for Industrial and Organizational Psychology, and the Academy of Management. His hobbies include golf, biking, reading, and spending time with family and friends.



MPPAW Update

By Sharon Sackett, President

Greetings! It's hard to believe that we are heading into the final stretch of our 2009-2010

MPPAW year. Only three meetings remain – February, March, and May, with no meeting in April because of the SIOP conference.

Over the past few months, we've heard presentations from a number of external consultants with diverse backgrounds outside of psychology. For our February meeting, we're welcoming back one of Minnesota's "own" I/O Ph.D.s, Mike Benson. Mike has been with Johnson & Johnson since 2008, and he's venturing from the snowy shores of New Jersey to share his insights from his talent management and leadership development work at Johnson & Johnson. Mike won't be getting a reprieve from the east coast snow, but we'll be sure to give him a warm MPPAW welcome.

The SIOP program will be published this month and those of us who plan on attending are looking forward to seeing what's in store this year in Atlanta. New for 2010: MPPAW will be part of an informal professional forum/social hour with other I/O groups from around the country. Our plan is to discuss best practices and ideas for membership, programs, and outreach. We will share meeting details in the March newsletter. For the benefit of those who are not making the trip to SIOP, we will share highlights from the conference in the May newsletter. Attendees will be invited to submit their observations, "ah has," and other memorable moments.

As tempting as it is to get lost in thoughts of spring, we need to soldier our way through the remaining months of winter. What better way to do this than at an MPPAW meeting! Please plan to join us on the second floor of Solera on Tuesday, February 16 for delicious Spanish tapas and a nice glass of wine (or your libation of choice)...and, of course, stimulating conversation. Invite a colleague to join you and we hope to see you there!

Member Profile

By Amanda Koch, Co-Secretary

The spotlight is on...

Scott Boyd, HR Measurement Manager at Best Buy Co., Inc.

During his undergraduate career at UW-Milwaukee, Scott's interest in I/O Psychology was piqued by an I/O Psychologist's presentation to his Psi-Chi group, and he de-



ecided the field seemed like a good fit for his interest in both research and business. He decided to pursue a Ph.D. in I/O Psychology at Alliant University in Los Angeles (formerly the California School of Professional Psychology). His preparation at Alliant has proved useful in his career in many ways. The strong applied emphasis, including experiences with large organizations and on consulting teams, and the international focus of his grad school program helped him "hit the ground running" in an applied career after receiving his degree.

After Scott finished his master's thesis, he dabbled in academia, teaching an I/O course at UW-Milwaukee's school of business administration. Although he enjoyed the challenge of designing and delivering course content and received excellent reviews from students, he still wanted to work in private industry. Since then he has pursued an applied career, beginning with his doctoral internship at a management psychology consulting company, where his work focused primarily on individual assessment and OD. He found the individual assessment area to be particularly worthwhile, as it is not taught in most I/O graduate programs. Scott says, "There are major differences between mechanically-based selection and individual assessment and I would encourage all I/O professionals – especially those early in their careers – to better understand those differences to help us better serve our clients."

Two-and-a-half years later, Scott accepted a position with Safeway Inc., near San Francisco, for an opportunity to work as a consultant within a Fortune 50 retail company. During his 2 ½ year tenure at Safeway, he was responsible for developing and administering assessments and performing survey work. Next, Scott accepted a position with Best Buy in Minneapolis, an offer he describes as allowing him "to do work I love at the leading company in an industry I'm passionate about in a city perfect to settle down." At Best Buy Scott designs research that assesses, quantifies, and improves the engagement of the company's 150,000+ employees. Additionally, he assists the staffing team, serves as a subject matter expert for legal counsel, and will soon be Best Buy's representative for the Mayflower Group. Scott is proud of the scientific rigor he applies in his work and thoroughly enjoys watching Best Buy employees engage with customers.

In his free time, Scott enjoys spending time with his wife and their dogs, working on their home, and visiting friends and family. He has a passion for technology, which allows him to enjoy life more fully and remain close to those he cares about.

November Presentation Recap

Summary Prepared by Joseph Wohkittel, Co-Secretary

Maximizing your R.O.E. (Return on Emotion)

In January, the MPPAW audience was treated to a presentation on emotional intelligence (EI) by Lisa Griebel, Principal of Crescendo Inc., a Minneapolis-based performance-consulting firm committed to the growth and development of healthy organizations. Ms. Griebel began by defining the concept of emotional intelligence as a person's ability to identify and leverage emotion. This includes one's own emotions and those of others. She described the construct as being "another type of smart" that is different from IQ. EQ contributes to success by helping us cope with environmental demands and the pressures of daily life. The level of a person's EI is fluid and changes as a result of maturity, life experience, and through our own efforts. Ms. Griebel noted that improving one's EI is simple but not necessarily easy.

She explained that emotion often defeats reason in times of conflict. She referenced evolutionary psychology, stating that people instinctively view change as a threat, activating the fight/flight mechanisms in the brain. We are hardwired to feel emotion all the time and fine tuned to respond to it biologically. When environmental stressors occur we feel emotion, which in turn affects our thoughts and actions. EI is about using our emotions as a source of information. A person who is in tune with their emotions is better able to make decisions, navigate change, and manage stress. We cannot control our emotions, but we can control how we respond to them.

Ms. Griebel tied the EI concept to our current economic climate, noting that financial crisis is especially hard on a person's emotions. She referred to it as a "perfect storm" capable of impairing functionality. Rapid change, uncertainty, and uncontrollability all create emotion. In many cases, social support can counter emotional stress. However, people are often unwilling to discuss financial matters with others. As a result, financial crises are likely to be more difficult for people deal to with emotionally than other challenges in life.

Two methods for improving EI were discussed. The first had an internal focus. Ms. Griebel referred to it as the "head, hands, heart" method. Simply put, this involves paying attention to physical cues within the body to better understand emotion. Emotional excitement can result in blood draining from the head and cognitive impairment. This can be overcome by deep breathing, shaking your hands, and thinking positive. The second method is to attempt to be more empathic. Being aware of what others are feeling allows us to better understand a situation. Being present, being respectful, and being open will increase a person's empathy.

We would like to thank Ms. Griebel for being our guest and sharing her insights and practices with us.



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

Announcements

By Hannah Foldes, VP Communications

Send in Announcements, Links, and Job Postings

MPPAW is your resource for distributing information of interest to the applied psychology community. If you would like to include an announcement in the MPPAW newsletter, or post a job opening, event, or other information on the MPPAW website, please contact Hannah Foldes, VP Communication (Hannah.foldes@pdri.com).

MPPAW LinkedIn Group



This season we created a new LinkedIn group for MPPAW. If you're already a member of LinkedIn, search for MPPAW under groups and become a member today! The group is expanding weekly and we look forward to seeing you there for discussion, news, and networking.

Continuing Education Credits



For Licensed Psychologists needing to meet the CEU requirements of the Minnesota Board of Psychology, attendance at each MPPAW event has been accredited at 1.5 hours of continuing education credit. Your membership dues cover all the expenses for the MPPAW year (fall to spring), up to 10.5 CEU credits. Documentation is provided upon attendance at the monthly meeting.

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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