



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Katie Olson, VP Programs

TUESDAY, MAY 19

LDP 101: Closing the Upcoming Leadership Gap through Leadership Development

Panelists:

John Fennig, Ph.D., Managing Partner, DRI Consulting
Katie Olson, M.A., L.P.P., Consultant, DRI Consulting
Megan Brogger, M.A., Consultant, DRI Consulting

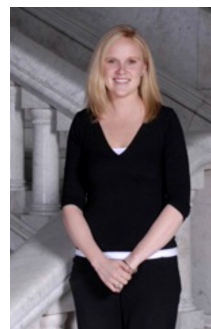
Although 28% of employees are eligible to retire by 2016, over 1/2 of all companies have no succession plan to replace the knowledge and fill the positions. Many of these existing plans focus on the technical aspects of work. Leadership development programming is a proven and achievable approach that prepares emerging leaders to fill the management and leadership gap left by retiring workers. Leadership Development Programs (LDPs) are seen as ways to increase the pool of internal leadership candidates, reduce gaps in leadership skills, and grow leaders more quickly.

In this session, John Fennig, Katie Olson, and Megan Brogger from DRI Consulting describe the nuts and bolts of a comprehensive LDP that has worked successfully at the US Army Corps of Engineers (USACE) since 2002. They will review the context of why LDPs are important, and use USACE as a case study to demonstrate the best practices in leadership development programming, including how DRI Consulting incorporates them into their work. Overall, these best practices fall in one of six buckets: strategy, enablers, design, components, content, or outcomes. The program is modularized, meaning that organizations can pick and choose components to meet their needs, and participants will leave with a handout to implement one component or more at their home organizations.

Dr. John Fennig is the Managing Partner for DRI Consulting, and a licensed psychologist. He is in his 25th year of successful organization and human resource development work as co-founder of four companies, manager, board director and consultant. He was recently made Fellow in the American Psychological Association – Society of Consulting Psychology, an honor bestowed on only a few of its thousands of members each year. John has worked for



large, international consulting firms, designing, planning and implementing change processes for clients in many industries, from Fortune 50 to start-up. He is recognized most for his work team facilitation skills, strong analytical abilities, creativity and producing the results clients want quickly and effectively. John and staff provide organization and work team development, executive and management development, psychological assessments, and training/development.



Katie Olson, M.A., L.P.P., is a competent and committed organizational consultant who leads a wide variety of projects. She works with individuals, groups and organizations in both the private and public sectors to enhance overall health and wellness and drive business growth. Particular skills and interests of hers revolve around talent management and succession planning, including personnel selection and assessment work, executive coaching, team building, training, leadership development, survey work, and organizational development.

She addresses issues around strategy, structure, staffing, and skills to help organizations be more productive in meeting their goals. Clients benefit from her skills in leadership and coaching, training, personnel selection, team and organizational development, and process improvement.

Megan Brogger, M.A., has a wide range of professional experiences as a trainer, therapist, facilitator, researcher, community educator, and evaluator. She has worked on various multi-disciplinary teams and held a variety of leadership positions Megan has presented her research on reintegration of soldiers involved in the GWOT, and impact on the family, at a number of professional conferences. Megan also served as both a student and cohort representative while in graduate school. She also participated on the hiring selection committee for new Graduate School of Professional Psychology staff. These positions required her to gather information, synthesize data, and present strategic solutions to the faculty. Megan's primary interests are individual coaching, staff development, personnel selection, and leadership training. She uses her extensive experience with assessment instruments to inform further development and behavior change that will promote success for individuals and groups. She specializes in individual coaching, assessment work, and team development.





MPPAW Update

By Cheryl Paullin, President

In May, Dr. John Fennig and his colleagues will tell us about a unique approach to leadership development.

Leadership development has always been important but may be more important than ever, given the challenges that organizational leaders face today. The economic downturn has negatively impacted several of our colleagues too. Hopefully, the MPPAW meeting can serve as one avenue for networking – both for those seeking new employment and for those who may be looking for the perfect opportunity hire!

With some sadness, I will step down as President after the May meeting. It has been a privilege to work with talented and motivated group of Board members during this past year. I am thrilled to hand the President role over to Sharon Sackett from MDA Leadership (see her Member Profile elsewhere in this newsletter). I know she'll do a great job.

At the beginning of the May meeting, we will ask the membership to approve a slate of candidates for the 2009-2010 Board. Almost all of these individuals spent the last year shadowing the position they are about to fill, and several of them have already been assisting with Board activities. I am confident that all of them will do a great job. In addition, we already have several very talented people in the pipeline for the 2010-2011 Board! Please take an opportunity to thank all the people who volunteer to their time and talents to keep MPPAW vibrant, relevant, and financially sound!

Member Profile

By Sharon Sackett, Incoming President

The Spotlight is on...

Sharon Sackett, Ph.D.
Incoming President, MPPAW
Vice President of Talent
Management, MDA Consulting

Greetings! As the incoming MPPAW President for the 2009-2010 season, I am excited about the opportunity to work with the Board and contribute to the advancement of our field in Minnesota.



After more than two decades of experience as a graduate student, academician, and applied consultant, I'm as passionate as ever about the role of psychology in the workplace. Today, I have a front-row seat for many of the opportunities and challenges facing organizations during these turbulent economic times. I manage the Talent Management practice at MDA Leadership Consulting, headquartered in downtown Minneapolis. Our tag line is "Leadership Matters," and there is no question that this is especially true today. I am fortunate to work with a truly outstanding and dynamic team to provide a broad range of services to our clients including assessment, talent review, succession planning, executive coaching, leadership development, and team and organizational development. My favorite parts of the work are many, and include serving as the

"trusted advisor" to my clients and helping them make well-informed talent decisions, coaching leaders on their own development, and collaborating with the MDA team to serve our clients and build the business.

I am a native Minneapolitan and have lived in the Twin Cities my entire life – with the exception of five years spent "south of border" teaching at the University of Iowa during the mid-1990s. I earned my B.A. in Psychology and Business Administration from Hamline University and my Ph.D. in Counseling Psychology from the University of Minnesota. My supporting program in graduate school was I/O, so I was privileged to work with both Marv Dunnette and Jo-Ida Hansen as co-advisors on my dissertation. It was as a student that I began to appreciate the natural complement between I/O and Counseling Psychology, and my training was a wonderful foundation for the work I do today.

At MDA, I'm known as a "boomeranger"—I first joined the firm in 1991 as a doctoral student intern, and later returned to MDA in 1998 as a senior consultant. While away at Iowa, I taught in the doctoral program in Counseling Psychology. My research focused on vocational psychology (career choice, job satisfaction) and also reproductive health – about as far away from I/O as one can get! Suffice it to say that I always have had broad and varied interests. The academic life was a great fit for me at that time, but my personal life drew me back to the Twin Cities. I found that consulting at MDA was a perfect blend of academically-based rigor with practical application – the science and art of psychology at work.

Today, my husband and I are raising our two children (10 and 8) in my childhood home in south Minneapolis. We enjoy supporting our local theater and arts community and also love spending time outdoors and in our beautiful parks. After many years of riding my "mom bike" with the family, I have recently rediscovered the joy (and solitude) of road biking.

As we look ahead to the new MPPAW season, I welcome your ideas and feedback about how we can build on our great tradition to become an even more effective and engaging organization. Please introduce yourself at a meeting, write me at ssackett@mdaleadership.com, or call me at 612.259.4237 with your comments and ideas. I look forward to the exciting year ahead of us.

March Presentation Recap

By Megan Brogger, Co-Secretary

Competencies: The Bridge Between Human Capabilities and Organizational Performance

Ken Lahti, Ph.D., Director of Product Strategy and Innovation, PreVisor Inc.

Dr. Lahti presented his reflections on the science, practice, purpose, and evolution of assessment at the March MPPAW meeting. In addition, he posed the question, "what the heck's a competency?" and walked the MPPAW contingent through the importance of declaring and measuring human capability in a variety of ways given its impact on an organization's performance.

Starting with the basics, Dr. Lahti explained that workforce improvement really begins with the selection of "better people through the use of valid assessment tools". With the right people and the right capabilities, the workforce will improve – thereby optimizing an organization's functioning. Well-developed and integrative selection systems are the cornerstones to getting better people.

Furthermore, Dr. Lahti shared that selection systems are most effective when they measure individual characteristics, KSAOs (knowledge, skills, abilities, other characteristics?), and competencies that predict effective workplace behaviors. These have stronger connections to business outcomes – whether that's customer satisfaction, increased revenue, or contribution to a work team.

Dr. Lahti reminded us that it is important; however, not to limit the definition of assessment to a test, survey, or questionnaire. In fact, he presented the talent acquisition funnel as beginning with basic qualifications, followed by screening, selection, interview, and then an offer. All but the latter are considered important forms of assessment.

The secret to assessing is to do so, and then hire, based on what the **role** requires, rather than what the **job** requires. Defining what the role requires can be done through job analysis. Ideally, this will lead to justifiable performance expectations, which include:

- Tasks
- Responsibilities and goals
- Performance differentiators
- Work behaviors and cognition
- Competencies

Dr. Lahti explained that "competencies" have become "a useful level/unit of analysis" as they can "define jobs in terms of human performance" or as "clusters of related behaviors". The challenge with assessing competencies is determining which should be the focus of the hiring/selection process. Dr. Lahti described different levels including those that are:

- Important for success
- Critical on day 1
- Frequent
- High impact

In summary, Dr. Lahti described the most successful assessment solution is therefore one that aligns the science and research regarding assessment of personality and ability, with that of an employee's experience, and job relevant competencies. More specifically, integrating:

- Personality: one's interests, values, motivations, work-style, preferences, behavioral tendencies, or disposition
- Ability (cognitive): capacities to reason, to plan, to solve problems, to think abstractly, to use language, and to learn
- Experience: collection of job-related knowledge, skills, and judgment accumulated through life and work experiences. Important not just to ask "how many years," but rather to assess behaviors to get predictive value.
- Competencies: whatever the organization determines them to be for the role/need

Announcements

By Stephanie Klein, VP Communications

Join MPPAW for the 2009-2010 Season!

As announced in the January 2009 newsletter, MPPAW has implemented a new Early Payment Option for membership dues. Individuals who join MPPAW on or before May 19th will receive membership privileges starting with the May meeting. Individuals who choose "Membership Only" will pay member rates at the door, and "Membership Plus Meeting Fees" will include the May 2009 meeting at no additional charge.

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 post a job opening, funding opportunity, event, or other information on the MPPAW website, or include an announcement in the next MPPAW newsletter, please contact the MPPAW VP Communication by clicking the link on our home page (www.mppaw.org). Website updates and postings occur monthly, and the next MPPAW newsletter will be published in September to kick off the 2009-2010 MPPAW season.

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

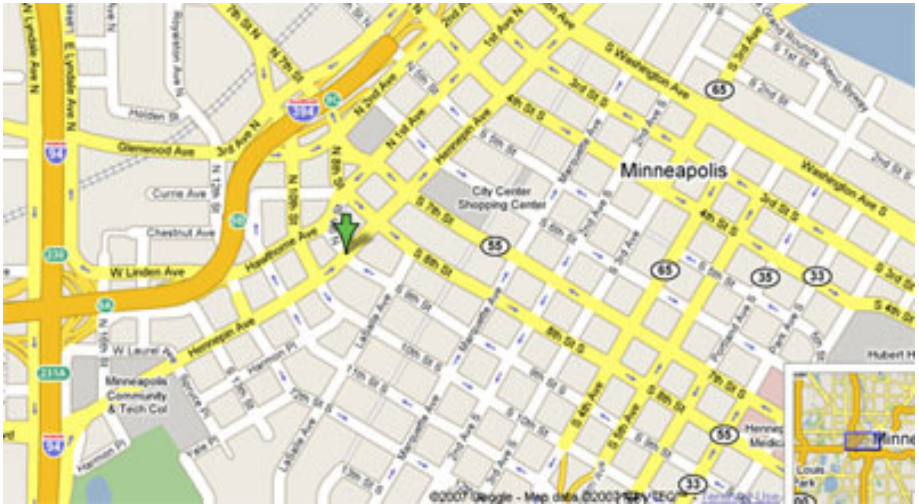
Format of Meetings

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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