



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Heather Johnson, VP Programs

TUESDAY, MARCH 16:

Telecommuting, Virtual Teams, and Virtual Leadership

Radostina Purvanova, Ph.D.

Assistant Professor of Management, Drake University

Dr. Purvanova's MPPAW presentation will explore issues related to virtual teaming and virtual leadership. Her talk will first discuss the disconnect that exists between the academic literature and practitioners' accounts regarding the effectiveness of virtual teams compared to face-to-face teams. Specifically, while the academic literature suggests that virtual teams do significantly worse than face-to-face teams on important outcomes, such as team performance and team cohesion, practitioners' accounts found in the trade literature disagree wholeheartedly. Reasons for this disconnect will be pointed out based on Dr. Purvanova's latest research.

The talk will then move into a discussion of virtual leadership, specifically focusing on why effective, strong leadership is more necessary in telecommuting/virtual settings compared with traditional, face-to-face settings. Following this, the presentation will focus on ways to improve the overall experiences and satisfaction of virtual team members. Specifically, research results that reveal the greater importance of developing interpersonal trust and getting to know teammates well on a personal level for team member outcomes in virtual teams compared to face-to-face teams, will be shared. Throughout the talk, practical implications for both managers and members of virtual teams will be discussed.

Radostina Purvanova is an Assistant Professor of Management at Drake University in Des Moines, IA, where she teaches the core Leadership class in Drake's MBA program. She received her Ph.D. in I-O Psychology from the University of Minnesota in 2008. Her research interests lie in the area of leadership and work teams, with a focus on leadership and team processes in face-to-face and virtual teams. Her dissertation examined personality judgment accuracy as a linking mechanism between team inputs and team outputs in face-to-face

and virtual project teams. Before pursuing her Ph.D. and entering academia, Radostina worked in the non-governmental sector, leading a multinational project team comprised of members from the countries of Bulgaria, Romania, Hungary, The Ukraine, and the USA. This experience, which involved leadership from a distance with a cross-cultural twist, sparked her interest in virtual leadership and virtual teaming.



MPPAW Update

By Sharon Sackett, President

Happy March, everyone! Last month we heard from Dr. Mike Benson, who generously shared

his experiences and practices from the "front lines" of his global leadership development work at Johnson & Johnson. We took a moment to celebrate the achievement of a 2010 MPPAW goal – we are now 100 members strong! This is a significant increase over last year and wonderful accomplishment in a down economy. Thanks to each of you who helped us reach this goal.

This month we are pleased to welcome Radostina Purvanova, Ph.D., who will discuss the issues and implications of virtual teams and virtual leadership. Especially in today's world, this is sure to be a thought-provoking and relevant presentation, so please join us at Solera on Tuesday, March 16th. Remember, there is no MPPAW meeting in April because of SIOP. We will have our final meeting on May 18 with Scott Boyd from Best Buy sharing his research on linking employee engagement and satisfaction to measurable outcomes.

We have started our planning process for next year and would welcome any ideas or suggestions you have for improving the MPPAW experience and increasing the value of membership. Please take the time to share your thoughts via our e-survey this month. Our planning includes filling several open board positions. We invite MPPAW members to nominate new board members (self-nominations are welcome) for the election slate to be voted upon at the May meeting. See page 3 for details. The board is a fun and relatively easy way to become involved and gain experience with a professional organization. We invite you to contribute your time and ideas and gain even more out of your MPPAW membership!

Member Profile

By Joseph Wohkittel, Co-Secretary

The spotlight is on...

Sean Houlihan, Graduate Student, MSU I/O Program



Sean is in his first year of the Industrial/Organizational graduate program at Minnesota State University, Mankato. His undergraduate studies were at Luther College in Decorah, Iowa where he majored in education with an emphasis in the social sciences. After completing his undergraduate studies Sean's first work experience was as a first grade teaching intern at the International School of Brussels in Brussels, Belgium. With no travel experience outside the U.S. prior to moving to Belgium Sean took every opportunity to explore Europe in his free time. After completing his internship, Sean returned to Minnesota where he spent two years as a high school teacher. When another opportunity to teach internationally arose, Sean returned to elementary school teaching, this time in Dubai, U.A.E.. He spent three years in this position prior to entering the I/O program at MSU, Mankato.

Sean has always had an interest in psychology and through opportunities while teaching and traveling he developed an interest in international business, more specifically Non-Governmental Organizations (NGO) in developing countries. I/O psychology seemed like a natural melding of his experience in education and his interests in pursuing meaningful people-focused work with NGOs. The I/O Program at MSU, Mankato seemed a good fit given the program's focus on applied science. Sean also found the program's international travel opportunities and diverse student population appealing.

Sean is currently keeping busy with his I/O coursework. He particularly enjoys the program's focus on group work and opportunities for real-world consulting experience through the OERG. Sean has been inspired by the faculty in the MSU, Mankato I/O department and the wealth of knowledge and experience that they bring to the classroom. The faculty are focused on getting things accomplished, and he feels this makes the program an exciting environment to be in. He takes pride in his ability to positively impact the lives of others through his work in I/O.

Sean's interests outside of school include outdoor activities, especially biking and lake activities along with hunting and fishing. Sean continues to be a travel enthusiast and is especially looking forward to traveling with the I/O department to Ecuador and the Galapagos in May.

February Presentation Recap

Summary Prepared by Amanda Koch, Co-Secretary

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

Mike Benson, Ph.D.

Manager, General Management Leadership Development, Johnson & Johnson

Mike started off the evening by broadly describing Johnson & Johnson. Although audience members thought of Johnson & Johnson as selling shampoo and band-aids, the consumer sector is actually the smallest of its three sectors; the other two are pharmaceuticals and medical devices and diagnostics. The company's operating model is broadly based in human care, is managed for the long term, takes a decentralized management approach, and focuses on people and values. Johnson & Johnson takes care of doctors and patients, employees, communities, and shareholders.

The business case for developing leadership and talent at Johnson & Johnson is based on the idea that the company competes in global markets and must meet needs in new markets to continue to be successful. It is critical that the company has leaders who can help achieve these goals. The company's decentralized model and 110,000 employees worldwide make leadership development especially challenging. A historical lack of cross-sector interactions has also led to a desire for leaders who can bring fresh ideas from experiences in more than one sector of the company.

The enterprise-wide general management development strategy is to ask several questions. First, what is the role? What skills are required? What competencies are needed? Finally, what development opportunities will allow employees to be successful in the role? The company's global talent management strategy is that leadership talent + job experience + continuous learning = an organization of high performing individuals and a talent pipeline to grow the business.

The Talent Acceleration Process (TAP) is Johnson & Johnson's new leadership development process for emerging general management talent that promotes the global talent management strategy. Starting with the identification of high-potential leaders, TAP provides job experiences and a continuous learning environment for new general managers. TAP is based on the idea that the key to developing leaders is for them to gain critical experience. TAP's leadership training program allows general managers to have experiences and test their skills in low-risk environments before implementing their

skills in high-risk situations. Several weeks between leadership training sessions were built into the program to allow managers to be able to test out their new skills in the workplace and then refine those skills with further training. Working on different teams at training and having a mentor who works in another sector promote cross-sector interactions. TAP also provides participants with a realistic preview of the job they will have as a general manager and allows them to assess job fit. TAP was first implemented worldwide in October 2009, and according to the metrics obtained thus far, has been successful in preparing new general managers for their jobs.

In conclusion, Mike discussed some takeaways from his work on the design and implementation of TAP. He stressed the challenges of working in a decentralized organization and the difficulty in implementing the program. Sound science had to be balanced with practical requirements. The work didn't end with implementation; tracking, monitoring, and support are required to maintain the program. Some critical considerations highlighted were the selection and partnership with a vendor who could deliver the program at sites around the globe and the time required to sell the approach to the organization. Finally, Mike advised any involved in a similar process to always "expect the unexpected."

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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).

Interested in serving on the MPPAW Board?

The current MPPAW officers would like to encourage you to consider serving as a future member of the MPPAW Board. Each year, Board members are shadowed by - and transfer knowledge to - Elect members who will serve the following year. There are only a few short months remaining of this year's MPPAW calendar, and thus we are recruiting Board-Elect members who will shadow during the 2010-2011 season and then serve during the 2011-2012 season.

Information regarding the MPPAW Board position descriptions is available on our website (<http://www.mppaw.org/positions.php>), and please don't hesitate to touch base with any Board or Board-Elect member (listed on <http://www.mppaw.org/officer.php>) if you have questions about the various positions and the responsibilities.

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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