

February 2011



Minnesota Professionals for Psychology Applied to Work

Upcoming Presentation

By Naomi Doriott, VP Programs

TUESDAY, FEBRUARY 15:

Matt Coumbe, Ph.D. & Haleigh Tebben

The Next Generation of Leadership: Applying Behavioral Economics to Drive Growth and Profitability

As organizations work to succeed in the increasingly noisy and competitive marketplace, leaders realize they need to find new ways to differentiate their organizations. Those leaders that are most successful realize the importance of understanding their emotional connection with employees and customers as a way to drive growth and profitability. Engaged employees are more productive; engaged customers are more profitable. We will dive into Gallup's approach to helping leaders use behavioral economics as a business driver.

Matt Coumbe, Ph.D.

Principal

Matt Coumbe serves as a Principal for Gallup and manages the Canadian and Minneapolis consulting functions. In his role, Matt works with C-level executives and senior management teams to identify key business goals and objectives. He evaluates the specific culture of each client and then builds a customized team of senior scientists, strategic consultants, and consulting specialists with the experience to deliver appropriate Gallup tools and drive results. He is particularly passionate about formulating high-level strategies and aligning brand, marketing, and operational functions by integrating company-specific data with global, domestic, and industry-specific trends. Matt currently works with Fortune 500 clients in the financial, retail, and manufacturing industries.

Prior to joining Gallup, Matt taught organizational development, communication, group dynamics, and research methodology for six years at the graduate and undergraduate levels. He then spent six years managing an organizational development firm that specialized in strategic planning and operational excellence for manufacturing and consumer services clients. He led a staff of

consultants and engineers that employed lean enterprise applications, strategic planning tools, organizational effectiveness measures, and selection system design to drive business goals. Matt spent the next four years at a market research firm where he directed a team of senior consultants, business developers, and operations staff on qualitative new market exploration, customer satisfaction and loyalty studies, and intricately designed conjoint studies with full profitability modeling. Matt was also appointed to serve on several regional and national organizations to document the business impact of investments made in training and development across healthcare and manufacturing sectors.

Matt received his Bachelor's and Master's degrees in Organizational Communication from North Dakota State University and his Doctorate degree in Education Research Design and Methodology from the University of North Dakota.

Haleigh Tebben

Partner

Haleigh Tebben is a Partner with Gallup. Tebben manages client relationships and provides consulting and leadership advice to Gallup clients. She specializes in helping organizations manage their talent pipelines, leadership development, and succession planning. Tebben has worked with clients in retail banking, the packaged food industry, manufacturing, and engineering. She currently manages the client relationship with Best Buy, one of Gallup's top retail accounts.

Prior to joining Gallup, Tebben was vice president at Central States Indemnity, a Berkshire Hathaway Company serving the credit card industry. She was also a member of the company's executive management team for strategic planning and helped develop its strategic and financial plan. Tebben also was a marketing analyst for Mutual of Omaha and an adjunct professor in sales and management at Creighton University in Omaha, Nebraska.

Haleigh earned her bachelor's degree summa cum laude in international business and marketing from Creighton University. She earned her master's degree in business

administration from the University of Nebraska at Omaha (UNO), receiving recognition as the Stan Hille Award Winner as the outstanding MBA student of the year. She is a member of the Omaha Jaycees and Toastmasters and was a member of Beta Gamma Sigma National Honor Society while at Creighton and UNO.



MPPAW Update

By Steve Wolinski, President

I want to again thank all of you – current and previous MPPAW members – for completing the recent board survey. The survey

had two primary areas of focus. The first was to gather input on the types of *new opportunities* people would like provided by MPPAW. The second main area of focus was the collection of data on *preferred topic areas* for presentations and other content driven activities provided by MPPAW. As a result we have a better idea of the survey respondents preferred *learning contexts and content*. I attempt to summarize the survey findings in this newsletter submission. There will be a more complete summary of the survey data placed on the website in the near future. And I want to add a disclaimer. The following summary is my own initial analysis – with some input from board members. We recognize that there is a distinct possibility that further dissecting of the data may result in somewhat different conclusions.

New Opportunities

The preference for more *in-depth training and workshops* on topics of interest, provided by subject matter experts, was the opportunity most frequently endorsed by respondents (50% Very or Extremely Interested). There was a second place tie between *roundtable discussions* and *mentoring relationships* (both 39% Very or Extremely Interested). The *roundtable discussion* opportunity consists of having one or two take place during the social/networking hour at monthly meetings, facilitated by MPPAW members with subject matter expertise in relevant topics. The *mentoring* opportunity would consist of graduate students or recent graduates being appropriately paired with more seasoned MPPAW members volunteering as mentors.

Preferred Topics

The interest in specific topic areas has not changed much in the past few years when compared to a similar survey conducted by the MPPAW board in 2008. This seems like a positive finding as the 2008 survey was influential in selecting the topics and presenters for the 2010 – 2011 monthly meeting line-up. The three dominant topic areas are, not surprisingly, *leadership, organizations, and assessment*.

The topic that was most frequently selected was *leadership* (71% Very or Extremely Interested). An analysis of the survey's narrative responses suggests three primary leadership sub-categories: *leadership development, assessment for selection and development, and specific models and approaches to leadership*.

The topic of *organizations* was embedded in two of survey questions. There was one on *organizational culture/climate* (62% Very or Extremely) and *organizational development/change* (60% Very or Extremely). In analyzing the narrative responses it seems clear that the strongest interest is learning about various *organizational change methodologies* and also *different practices that comprise the realm of organizational development*.

And with regard to assessment, there were a number of subcategories that emerged about closer inspection. The most frequently endorsed – as mentioned above – was *leadership or executive assessment for selection and development*. But in addition there was definite interest in *organizational surveys* -- such as those that measure employee engagement or culture – and *individual assessments* related to performance.

Again thank you for completing the survey. Remember, this is an initial to interpret and summarize the data. My guess is the different eyes will arrive at slightly different conclusions. That is the nature of this work.

Member Profile

By Paige Woodruff, Co-Secretary
The spotlight is on...

Brandon Sullivan, Ph.D.
Manager, Talent Assessment - Organizational Effectiveness Target



Brandon Sullivan's interest in leadership assessment and organizational research initially led him to the field of I/O psychology. As he gained experience as a consultant and manager at Target, he has always enjoyed being the one bringing research and data to the table to help HR and business leaders understand and solve business challenges. Brandon Sullivan has a BA in Political Science from Carleton College, a Masters degree in Educational Psychology from the U of Minnesota, and a Ph.D. in Counseling and Social Psychology from the U of Minnesota. After earning a Masters in Educational Psychology at the U of MN, Brandon got a job as an instructor at the Center for Learning and Teaching at Cornell University. Because this was a half-time position, he needed additional work and found two professors in Organizational Behavior at the Johnson Graduate School of Management who were looking for someone to help run various re-

search projects on leadership, team dynamics, and negotiation. After two years Brandon returned to his home state of Minnesota to pursue a PhD in psychology. Dr. Sullivan focused on the emerging area of Occupational Health Psychology and had the opportunity to teach courses on assessment, research methods, and the psychology of negotiation. In 2006, Dr. Sullivan's career took a turn toward the applied world when he accepted a job as a talent assessment consultant at Target. Despite a steep learning curve, Brandon immediately loved this role as it allowed him to simultaneously work directly with people to solve problems and conduct research on very interesting and complex issues that directly impact literally hundreds of thousands of people. The past five years have been very rewarding as he has had the opportunity to work with many different business leaders, survey and assessment vendors, and peers at other companies.

At Target, Brandon leads an international team of I/O psychologists based in Minneapolis and research analysts in Bangalore, India. Their current focus is ensuring that Target's assessment strategy, tools, and processes fully support emerging business goals. What makes him the most proud of the work that he does is seeing his team members grow, develop, and succeed in their careers. A close second is seeing his team's efforts making a significant contribution to the success of a \$65 Billion company.

The people around Brandon are his greatest sources of inspiration, including his wife and four kids who approach nearly everything with tremendous energy, enthusiasm, and lots of questions. Outside of work, Brandon loves camping in the Boundary Waters, biking around the lakes in Minneapolis, watching the Minnesota Twins, and - most recently - creating home-made luge tracks for his kids in their back yard.

January Presentation Recap

By Jana Rigdon, Co-Secretary

Relationship Skills and Managerial Derailment: Can Gender Stereotypes Erase a Female Advantage?

Guest Speaker:

Joyce E. Bono, PhD

University of Minnesota

In January, Dr. Joyce Bono presented to the MPPAW audience on Gender stereotypes in managerial performance. Dr. Bono started the discussion with a brief history about a time when hiring woman was viewed with caution and how that has progressed to women being a critical part of today's workforce. She called attention to the notion that today's women are even considered to have an edge on certain qualities which give them a 'female advantage'. Even so, Dr. Bono pointed out that differential promotion rates still exist at all levels of management. As the level gets higher, the proportion of women occupying the level is fewer and fewer. Dr. Bono

discussed some potential reasons for the slower advancement of women, which include disinterest in the demands of top leadership, differences in experience leading to different career trajectories, and gender stereotypes.

Further discussing the notion of gender stereotypes, Dr. Bono discussed past research by Schein (1973) which revealed that managers and men were both characterized as being agentic, whereas women were generally characterized as communal in nature. A 1989 update demonstrated the essentially the same results: managers and men were characterized as highly agentic and low in communality. In contrast, women were characterized as less agentic and highly communal. Dr. Bono presented data (collected in 2003) from her current research updating these results. What she and her colleagues found is that women today are perceived as equally agentic as managers and men. In addition, the notion of management has evolved to include aspects of nurturance such that women are perceived as much more fitting for these aspects of management, resulting in a female advantage.

In addition, Dr. Bono examined data surrounding the hypothesis that supervisor ratings of relationship problems would be related to derailment potential. She found that women had fewer problems than men did and problems with relationships lead to derailment potential; but bosses did not see women managers as less likely than men to be at derailment risk. She found a stronger relationship between relationship problems and derailment potential for men than for women, which suggests that though women may have a true advantage when nurturing aspects are considered part of the leadership model, they are also evaluated more harshly when they have trouble on this aspect. Dr. Bono discussed how this essentially neutralizes any advantage women may have. Dr. Bono also addressed that managerial promotion and selection should certainly not be based on gender, but rather the ability to form and maintain relationships (among other leadership aspects), such that overall there are 'no winners, no losers'. The presentation ended with an engaging round of Q & A with both Dr. Bono and audience members providing anecdotal experiences as well as ideas on what we might do as professionals with this type of knowledge.

Announcements

By Daniel Schwartz, VP Communications

2011-2012 MPPAW Board Members

If you are interested in becoming or hearing more about being a MPPAW board member please reach out to any of the current MPPAW Board members or board member-elect positions. The current board members are posted at: <http://www.mppaw.org/officer.php>. Otherwise, please feel free to come up to one of us at February's event. We look forward to telling you about it!

MNODN Events

Monthly Program Meeting Topic: How to Recognize and Overcome the Ten Most Common Mistakes in Leading Transformation

Presenter: Linda Ackerman Anderson

Date: **Tuesday, March 1, 2011**

Time: 4:00 - 4:30 (Networking), 4:30-6:30 (Program)

Location: Carondelet Center, 1890 Randolph Ave, St. Paul

Full Day National Workshop Topic: The Change Leader's Roadmap and the Conscious Change Leader Accountability Model

Presenter: Linda Ackerman Anderson

Date: **Wednesday, March 2, 2011**

Time: 8:00 - 8:30 am (Networking & check-in) 8:30-5:30 pm (Program)

Location: Carondelet Center, 1890 Randolph Ave, St. Paul

Job Postings

Job Opportunity:

Here is the most recent opportunity posted on our Employment page: <http://www.mppaw.org/employment.php>:

Sr. Consulting Psychologist

Corporate Psychologists, LLC

If you are interested in applying please follow the above link.

Conference

IPAC 2011 Conference: Capital Ideas for Assessment, July 17-20, 2011. Washington, D.C.

www.ipacweb.org

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 inform-

ation on the MPPAW website, please contact the VP Communication, dschwartz17@yahoo.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.

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

Format of Meetings

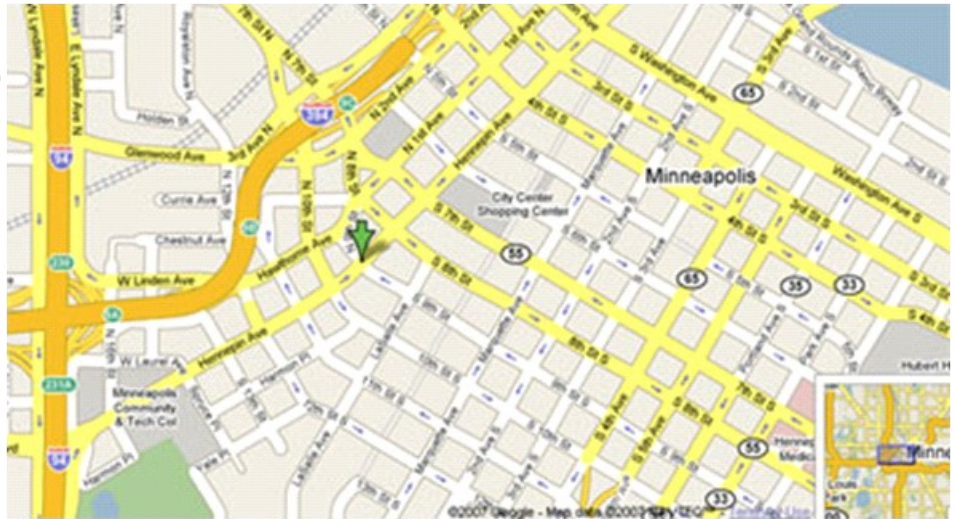
Meetings begin at 5:30 p.m. with a social hour, followed by the presentation at 6:20 p.m. The meeting will conclude at 7:45 p.m.

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 \$8 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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