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# Illuminations

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## Cover Feature:

### The Skill Shortage and the Economic Crisis

## Special Articles:

Enhancing Organisational Outcomes Through  
Leadership Risk Management

The Limitations of Organisational Psychology Research

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**A note to readers**

The views expressed in articles are the authors' and not necessarily those of the Australian Psychological Society or the College of Organisational Psychologists.

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# Editorial

Editor  
Rosie McMahon



Welcome to the first edition of Illuminations for 2009 which unfortunately coincides with the ongoing stresses and pressures associated with the global financial crisis (GFC). We hear news bulletins daily of more and more employees being let go in the wake of business survival. Some cynics openly state that the GFC is providing an opportunity for businesses to legitimately unload employees regardless of whether they need to. Clearly this is not the case for some businesses as they struggle to keep their doors open.

The paradox we have been faced with in a very short space of time is the desperate struggle to find enough skilled employees to meet the boom in more recent years, particularly in the mining and resources sector, and now a scramble by many to keep their jobs. How does it come to this?

Editorial comment in our papers suggest that the leaders and managers of those businesses in the US which contributed so significantly to the financial meltdown might be out of work but have taken their millions of dollars with them. What about those employees, who on the whole, are lower paid and unskilled who, because of the arrogance and greed of a few, are now along with their families, faced with their own survival?

I regularly speak with people within our profession who are bewildered by the situation facing our globe. It seems that even for many of those who are professionally skilled the future is somewhat grim. I wonder how many of the leaders who in their endeavour to take unpre-

cedented risk to bring 'shareholder' value actually took into account the fact that their decisions would ultimately lead to the demise of the organisations they were in charge of - a rhetorical question...we will never know. But it does raise a myriad of issues facing our profession, among others.

This financial crisis has widespread repercussions for the work of Organisational Psychologists as we focus on outplacement programs (for those fortunate enough to be able to participate in them—many are not offered such opportunities), 'survivor' programs for those who by the grace of God get to keep their jobs, change programs for businesses who are desperate to keep their doors open, and leadership programs for those trying to motivate their staff in desperate times.

Scepticism is rife about global governments' capacity to reverse the meltdown and rebuild economies. Only this month the Federal Government has outlined a new policy limiting the number of visas available to immigrants so that jobs re-

main available for Australian workers. Other initiatives will be developed and some left by the wayside.

However the problem remains; until a holistic perspective is taken by decision makers which goes beyond just the financial outcomes of organisations (or privileged individuals within those organisations) and shareholders and the community hold those decision makers fully accountable for the impacts of those single minded decisions, then we can't really expect anything different.

Over the years we have had hundreds of management paradigms developed to enhance business outcomes, but now it is time to think about global outcomes, global impacts, and particularly the impact on our populations. The pain caused by a few is just not good enough.

These issues are touched on by our contributors this month. We have also introduced some new columns which we hope you will enjoy. Don't hesitate to drop us a line to let us know what you think about this month's topic.



## 8th Industrial & Organisational Psychology Conference 25 - 28 June 2009

# *Meeting the Future: Promoting Sustainable Organisational Growth*



The 8th Industrial-Organisational Conference to be held 25-28 June at the Manly-Pacific Sydney Novotel, is shaping up to a world-class, exciting meeting for practitioners and scientists from all areas of our field. Major themes will be diversity and sustainability, human factors and safety, leadership, organisational development and change, learning and development, selection and assessment, teamwork and conflict, and wellbeing and work-life balance.

In addition to six keynote speakers from Australia, Germany, and the USA, the program will include seven workshops, eight how-to/practice forums, twelve symposia, and over eighty individual presentations. The program committee, co-chaired by Dr. Peter Langford and Dr. Nick Reynolds, received twice as many submissions as they could squeeze into the program. Thanks to the wealth of excellent submissions, the program will be of very high calibre.

To promote the conference's general theme of sustainable growth, Dr. Jo Earl, a member of the Organising Committee, has made arrangements with Fitted for Work, a not-for-profit agency that supplies good-quality clothes at no cost to unemployed job seekers. All participants in the conference will be encouraged to bring their excess suits, shoes, bags, and jewellery to the conference venue, where there will be a collection point. Dr Earl says that bringing along unwanted items will free up valuable luggage space for acquisitions in Sydney.

### Conference Enquiries

*Conference Coordinator*  
Australian Psychological Society Ltd.  
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Online registration is now open!

### Keynote Speakers

*Professor Deniz S. Ones:* Understanding and predicting counterproductive work behaviours

*Professor Eduardo Salas:* Work teams in organisations: a quarter century of progress

*Professor Sabine Sonnentag:* Staying well and healthy: recovery from daily job stress

*Professor Phillip Taylor:* Baby boom or baby bust?: a new ageing workforce research agenda

*Professor Robert Wood:* Knowledge based leadership

*Professor Beryl Hesketh:* Future trends and influences of organisational behaviour

### Conference Workshops

#### Full Day

*Prof. Deniz Ones:* New findings and innovative approaches in assessing personality for staffing

#### Half Day

*Rosemarie Sainty:* Designing organisations for sustainability: metrics used in measuring performance

*Prof. Bob Wood:* New perspectives on leadership development

*Evelyn Field:* Understanding, undermining and empowering employees to block workplace bullying

*Prof. Phil Taylor:* Keeping older workers workable

*David Rosete:* Realising the full potential of emerging talent: A practitioner's guide to the identification and development of high potential employees

*Prof. Eduardo Salas:* The science of training: progress and a look ahead

#### Conference Chair

Prof E. James Kehoe, University of New South Wales Email: [j.kehoe@unsw.edu.au](mailto:j.kehoe@unsw.edu.au)

# Novice to Professional Organisational Psychologists: A Stakeholder Framework (Part 1)

**Dr. Sugumar Mariappanadar**

**E**mployers and universities have diversity of opinion on their expectations of the university graduate attributes required to have a successful professional career. The Graduate Careers Australia (2008) highlight a set of important attributes that employers favourably consider in successful recruits. They are “work-readiness”, the ability to tune in quickly to the work culture and the day-to-day requirements of a workplace; “streetwise” to interact with clients and peers on the job; and “capabilities” such as critical thinking, drive and ability to make judgments. Apart from these three important attributes for organisational psychologists (OP), specialised professional knowledge in the field of organisational psychology is also an important graduate attribute (Reid, Dahlgren, Petocz & Dahlgren, 2008). The different Master of Organisational Psychology courses offered by many universities in Australia have taken every possible step to help embed graduate attributes in the courses. However, employers’ perceive that the fresh OPs from universities are not “employment ready”.

The College of Organisational Psychologists (COP) current focus on “supply of future quality organisational psychologist from universities (initiative 5.6)” is to address the concerns of employers of OPs that graduates have very limited understanding of how to translate the acquired knowledge from universi-

ties into favourable business outcomes. The aim of this article is to explore how novice organisational psychologists from universities can develop professional identity, and how other stakeholders can contribute to the transformation of the novices to star OP professionals.

Who is a star OP professional? An OP is one who uses his/her competencies (Goleman 1998) such as skills, attitudes, motivation and knowledge, to service both internal and external customers to achieve organisational performances. As per this definition, it is highly unrealistic for the employers and other stakeholders to expect that a fresh organisational psychology graduate would possess these competencies on completion of the course. I strongly believe that organisational psychology graduates from universities level of transformation into professional OPs depends on how the roles of different stakeholders are aligned in shaping their professional behaviour. The key stakeholders involved in shaping professional behaviour of OPs are the knowledge providers (universities), knowledge receivers (university graduates),

knowledge consumers (employers of OPs), and knowledge facilitator (professional associations or societies).

The aim of this article is achieved by a two part series; the first part discusses a brief literature review of professional identity construction, and a stakeholder framework for developing a star OP professional. The second part of the series explores the role, issues faced and suggestions for each of these stakeholders in developing star OP professionals are discussed.





### Construction of professional identity

Professional identity is an individual's self-definition as a member of a profession and is associated with the enactment of a professional role (Pratt & Dutton, 2000). The APS College of Organisational Psychologists defines the professional role of organisational psychologists is to seek and understand the complex relationships occurring in workplaces in order to enhance organisational effectiveness, productivity and individual wellbeing. A role

identity includes "the goals, values, beliefs, norms, interaction styles and time horizons that are typically associated with a role" (Ashforth, 2001: 6). The way that organisational psychologists view their role identity is central in how they interpret and act in work situations (Pratt, Rockmann, & Kaufmann, 2006). The professional and role identities are two sides of the same coin; while roles look outward toward the interactional structure in a setting, professional identities look inward toward the self-definition associated with role enactment (Barley, 1989). The professional

identity of organisational psychologists is not 'monolithic', however it varies depending on the practice in an organisational setting (Russo, Mattarelli, & Tagliaventi, 2008) in the OPs work.

The professional identity of organisational psychologists is constructed by macro and micro level drivers. The macro level drivers are the College of Organisational Psychologists (COP) – Australian Psychological Society (APS) and the company level factors. The professional body is said to exercise control by such means as training, testing, and setting principles for action (Scott & Backman, 1990). Companies construct organisational psychologists' identity by using different socialization tactics (Pratt et al., 2006). Furthermore, the micro or individual drivers (like learning approaches, attitude towards hard work, decision making styles etc) construct knowledge-receivers' professional identity resulting in the abandonment of their novice view or anticipatory socialisation expectations of the profession for a new professional identity (Brown, 1991). In the next section, a stakeholder framework is proposed to explain how OP professional identity is developed to become a star OP professional.

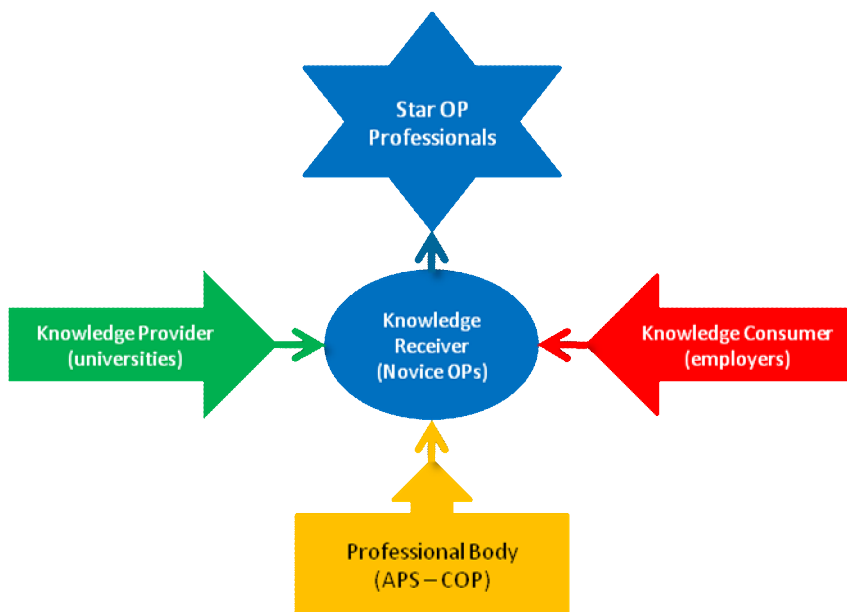


Figure 1 – A stakeholder framework for star organisational psychologist (OP) professionals

## A stakeholder framework for star organisational psychologist professionals

The stakeholder framework proposes that the knowledge-providers, receivers, consumers and facilitators have a complementary role in shaping professional identity to become star OP professionals. The knowledge-providers preach pedantic scientific organisational psychology knowledge (Anderson, Herriot & Hodgkinson, 2001), which has high methodological rigour along with practical relevance to knowledge-consumers. In this process, the knowledge-receivers either learn the pedantic organisational psychology knowledge provided by the knowledge-provider as 'pure scientific' knowledge to be used in the future career practices or use the pedantic knowledge to understand the work practices in the past or current work experiences.

The knowledge-consumers', on inducting OPs to their organisations, package and use the pedantic organisational psychology scientific knowledge as per their needs to achieve organisational effectiveness. The needs of knowledge-consumers are influenced by their internal (HR policies and practices, and organisational culture) and external factors (competitor, industry and general environments) of the organisation. Hence, the internal and external factors of the knowledge-consumer or a company determine how the pedantic knowledge is packaged to achieve the company's key performance indicators (KPIs). Therefore, the knowledge-consumer's company has the responsibility to shape the knowledge-receiver's competencies as per their HR policies and practices, and organisational culture so that he/she will be able to package the pedantic knowledge to positively influence KPIs.

The role of knowledge-facilitator in creating star OP professionals is to effectively manage the paradox

between the popularist science, which is high practical relevance and low methodological rigour (Anderson, Herriot & Hodgkinson, 2001), and the pedantic science perspectives so that the knowledge-receivers are employment ready. I believe that the tension created by the Academic-Practitioners gap based on the paradox between popularist and pedantic science perspectives is good for the organisational psychologists' profession. In a growing body of literature that suggests that tension created by contradiction and ambivalence of preaching and practice of HR professional are not so much of a problem to be overcome but instead it represents an integral part of the organisational life (Whittle, 2005; Trethewey & Ashcraft, 2004). Therefore, the stakeholder framework suggests that the knowledge-providers, receivers, consumers and facilitator – have complementary roles in developing professional identity of star OP professionals. In the next part of the series of articles, the complementary role of each stakeholder is discussed along with proposed suggestion to develop novice to star OP professionals.

***The next part of this series of articles will be published in the June issue of Illuminations.***

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*Primary Scale + Valuing Scale + 42 Subscale = 4991 Measurements (Strength (100)) + Detailed (1000) + Alternative (1000) = Performance*

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THE SCIENCE OF PERSONALITY

# Skill Shortage and the Economic Crisis

**Tom Pietkiewicz  
& Melinda Chin**

A shortage of skills and talent has been a major issue for organisations in recent times. The rapid economic growth and the resulting demand for skilled employees created a number of issues. Firstly it was difficult to find people to fill roles and secondly organisations were heavily burdened by high employee turnover due to competition in the employment market. The period exposed gaps in training and development and in education in general.

It is fair to say that the boom is now well over across the world. There has already been a large contraction in economic growth and reduced investment and unemployment levels have begun to rise sharply. Much has been said about the slowing economy and although the year is now in full swing it is still hard to predict when the recovery will start. While some experts predict that things will pick up later in 2009, others expect a few years of hardship. Many businesses are busier than ever, although not necessarily more profitable.

Some of the comments from managers are that while business profitability is down, companies cannot afford to "take the foot off the gas" as basically they need to work just as hard and even harder to compete in the market. Organisations that downsize and reduce their human capital investment might lose even more ground. It is imperative for organisations to take advantage if possible, invest in their leaders and talent and hopefully be far more competitive when the economy recovers.

The situation is posing a number of challenges for organisations, but

also opportunities to capitalise on the situation and to compete strongly and emerge stronger.

## Taking advantage of current conditions by recruiting talent

Despite the economic turmoil many organisations report that good managers and leaders are always in demand. Many industries are becoming more flexible and looking at proven leaders from other professions that might have been harder hit by the economic crisis. Many key skills such as project management, coaching and performance management are transferable and all that is often needed is some open mindedness from employers and employees. In these times it is recommended that employers and employees look beyond traditional recruitment techniques and look more widely at the types of skills and behaviours that are required for success in a role. Both parties can also invest in development and training to make cross industry transitions successful.

Those organisations that are savvier in their recruitment practices can take advantage of the economic slow down to solve their skill shortage problems. They are hoping to find talent amongst retrenched employees from industries harder hit by the economic slow down, such as banking and finance.

Using sound psychological methodologies organisations can widen their recruitment searches to concentrate on motivators, values, behavioural competencies and other transferable skills rather than looking at specific experience to absorb talent. A good leader should be able to lead and many management skills are transferable. For example, can a good finance project manager manage an IT project? Yes, if given the appropriate training. As Organisational Psychologists there is scope for us to redevelop recruitment practices to refocus employers for looking at traditional factors such as specific degrees and qualifications and looking at talent more openly. To do this effectively, development and change management will need to take place.



## Better recruitment practices

The current situation can once again refocus businesses on utilising validated recruitment practices.

Organisations are encouraged to take matters into their own hands and develop methodologies that achieve results in their business. A study by Clark (1992) found that when selecting managers, those that rely on external recruitment consultancies can expect them to use low validity techniques, primarily unstructured interviews and references. Low validity selection methods may be used because validity is not the primary "evaluative standard". As such, if organisations develop evaluative standards and scrutinise talent more effectively through effective techniques they can expect much stronger outcomes.

Shmidt and Hunter (1998) evaluated 85 years of research in personnel selection. On the basis of meta-analytic findings, they investigated the validity of selection procedures for predicting job performance and training performance. They found that pairing general mental ability (GMA) with a work sample test or a structured interview, such as a behavioural interview resulted in the highest recruitment validity. Pilbeam and Corbridge (2006) list correlations between selection methodologies and employee performance. It is found that assessment centres as the most valid selection methodology at 0.7, structured interviews at 0.6, work sampling at 0.5, personality assessment at 0.4, unstructured interviews at 0.3, references, interests, years of work experience at 0.1 and not surprisingly, graphology, astrology and age at 0.

Assessment centres, where employees perform simulations, role plays and other activities, can be expensive, logistically difficult and can take some time to set up. A Development Dimensions International white paper found that organisations with the best selection systems used a combination of behavioural-based interviews, motivational fit inventories, computerised resume screening and training/experience evaluations.

Behavioural interviews consist of employees recounting specific examples of work to highlight their on-job behaviour to help assessors predict future behaviour. Motivational fit is also highly important (Byham, 1989) as a candidate might have all the necessary skills and behaviours and yet not be interested in working in the organisation or performing a particular function. An analysis of motivation will connect the "can do" with the "will do."

The current conditions should provide psychologists with the opportunity to once again highlight the importance of such systems and methodologies where more recently organisations might have just been happy to find someone simply qualified to fit a role.

## International teams as a strategy to solving skill shortages

The economic crisis is a global issue and some countries have been hit much harder than others. Larger organisations can further utilise this to build effective multinational teams to mobilise idle talent in other parts of the world to help address skill shortages in other areas.

"Many international companies have projects spanning a variety of nationalities, involving great geographical distance and a range of time zones." (Buerger, T. and Oertig, M. 2006). Traditionally, teamwork is "a group of people with either mixed or complementary skills working together for an agreed purpose" (Rabey, 2003)). This definition can span nationally and internationally. However, further complexities are added when considering a cross-cultural international team (transnational team). According to Gupta and Govindarajan (2001) the transnational team is a cross-border organisational unit composed of individuals of different nationalities, working in different cultures, business units, and functions, thereby possessing specialised knowledge for solving a common global task. To further delve into the complex elements of an international/transnational team it is prevalent to understand the purpose and use of international teamwork, the structure and staffing of the team, the type of team meetings and location of the teamwork, the role played by Senior Management and the Team Leader, the social and cultural aspects of the team which need to be considered, and the various forms and barriers of communications. All these factors will assist in determining the role psychologists need to play in the transnational teamwork's success.

The transnational team must be able to develop networks of people with diverse capabilities throughout the organisation and be able to quickly mobilise them into well functioning teams to solve problems and respond to challenges.

A Development Dimensions International white paper found that organisations with the best selection systems used a combination of behavioural-based interviews, motivational fit inventories, computerised resume screening and training/experience evaluations.

This leads to an examination of the staffing and structure of the team. "Although organizations often look to hire new people with new capabilities and attempt to develop existing people, the process of cataloguing and matching needed capabilities (i.e. knowledge management) with current and future problems and opportunities is often an inexact science" (Atamer, Calori & Schweiger, 2003). The team's composition is critical, since the development of needed global knowledge depends on social interaction and cooperation among team members to ensure creation and sharing of knowledge (Anderson & Lagerstrom, 2003). The fundamental task in forming a transnational team is assembling the right combination of individuals who can work together to accomplish the team's goal. There are various approaches to the staffing of transnational teams. Snow, Snell, Davison and Hambrick (1996), researched at least three important considerations involved: (1) the trade-off between local hiring and the use of expatriates, (2) consideration of groups as well as technical skills among team members, and (3) size of the team. According to Haas (2005), teams that include both cosmopolitan and local members can benefit even more from knowledge gathering than teams that include only locals or only cosmopolitans. The members of transnational teams also fulfil an important role of ensuring that, upon returning to their local units, the new knowledge is shared with other employees. This once again helps to reduce skill and knowledge shortages in organisations.

**Individuals can take the opportunity to educate and retrain**

Some industries have been hit a lot harder than others. For example, while mining and manufacturing has slowed right down, city infrastructure projects are continuing due to a constant rise in population in many Australian cities, and are likely to be further boosted by the



government stimulus package. Many professional people can make a move across, especially if they can secure some additional training. There is continuing investment in IT and communications infrastructure projects for example.

As organisations should look more widely for talent, it follows that employees should also be willing to apply more widely and be able to sell themselves more flexibly in the market. There are still skill shortages in many industries and proven leaders and managers are always in demand. Employees can be proactive in identifying their transferable skills, exploring other career interests, and upgrading their qualifications.

COP member Draga Jevtic from Pearson, whose key area of work is education book publishing, has noticed that there has been an increase in book sales. She commented that professionals are using the slow down to upgrade their skills, to develop and to possibly expand their career potential. She expects there to be an increase in professionals doing courses, getting various certificates and qualifications while the economy is in slow down.

Organisational psychologists involved in the area of coaching and career counselling can assist professionals in clarifying their focus and ensuring these efforts are successful in the years to come.

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## RICHARD KNOWDELL WORKSHOPS APRIL 2009 MELBOURNE

### THREE DAY JOB, CAREER DEVELOPMENT & TRANSITION COACH CERTIFICATION WORKSHOP

As career counsellors and coaches, we are called upon to assist our clients in making successful short-term job transitions and long-term career transitions. Often, these transitions are unwelcome and unplanned. In order to help our clients be successful, we need a simple but comprehensive framework for the transition, as well as specific counselling and coaching skills that we can use to facilitate, guide and encourage our clients to reach success.

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# Enhancing Organisational Outcomes Through Leadership Risk Management

**Isabel Smit**

**I**t is commonly understood that strategies pertaining to the development and retention of top talent across all levels of an organisation play a crucial role in combating such key challenges as skills shortages, the aging workforce and the current economic crisis (Gandossy & Robin, 2008; Minton-Eversole, 2009; Bersin, 2007; Costa, 2008). Yet many organisations are finding it difficult to fill key positions due to the misalignment of talent development strategies and a lack of commitment from management in regards to talent management itself (Ready & Conger, 2007; Bersin 2007; Hanson, 2008). Only organisations that successfully ensure that their people initiatives and capability are aligned to business goals now and in the future are able to stay ahead of their competitors (Gandossy & Robin, 2008).

The board and executive management of many top organisations are thus increasingly aware of the need to take a 'risk management' approach to the management and development of their 'talent portfolio' and talent pipelines (Ready & Conger, 2007; Bersin, 2007; Buhler, 2008; Bernthal & Wellins, 2007).

An important aspect of any leadership risk management framework is alignment risk. Alignment Risk involves measuring, monitoring and managing the ongoing disconnect between medium to long term business goals and the existing talent

capability of senior leadership to execute the strategies designed to achieve these goals. The key question is: How do organisations ensure they are developing and retaining capability that is aligned to their future goals in order to fill key roles?

In 2008 the HR Director and the management team of a large automotive aftermarket retailer asked this exact question. They were planning a new enterprise strategy and needed "to know if our current people are aligned to our new direction."

This article outlines the challenges the company faced in regards to mitigating alignment risk during a restructure, its key actions and the outcomes of learning how alignment risk is linked to leadership risk management in general.

## Situation

The company in question has been well established for decades and had an 80/20 split of trade to retail. Over time it has successfully developed a solid reputation with its trade customers and wholesale business. However, the company's key competitors have steadily begun dominating the industry; particularly in regards to retail and were more aggressively entering the trade business. This has resulted in a loss of customer numbers from the company's trade business. This combined with the company's underdeveloped people initiatives and business processes meant that the company did not have the people, process, price or products to meet the needs of its customers. As a result, the company found that they were significantly losing their market share and shareholder value.

In response to this, the management team identified the need to change its strategy in order to grow the company; particularly focusing on building the retail business and restoring the faith of its trade customers. The company thus progressed through the following stages of planning the restructure:

**Design** - Determined what type of restructuring was appropriate for dealing with the specific challenge, problem, or opportunity facing the company.



Execution - Determined how the restructuring process should be managed and how to overcome the challenges of restructuring so that as much value was created as possible.

Marketing - Determined how the restructure should be explained and portrayed to investors and the market at large so that value created inside the company was fully credited to its stock price.

## The HR Response

The restructuring process necessitated the alignment of the company's new strategies with its structure. In order to achieve this, the management team partnered with the HR department to ensure the following:

- ◆ The appropriate allocation of resources and utilisation of assets required to deliver the new strategy.
- ◆ Enhancement of the areas of business critical for growth
- ◆ Maximising people development opportunities to upskill their staff by fostering knowledge and experience sharing and empowering those people close to the customer.

Four key roles were identified and targeted as essential for delivering the new strategy. The company then identified the purpose of each role and allocated the required competencies from the enterprise competency model.

The identified key roles were:

- ◆ General Manager: responsible for directing the retail business in achieving its aim of increasing customer experience and customer spending
- ◆ Business Development: responsible for maximising retail sales and profit
- ◆ Group Manager: responsible for growing, directing and oversee-

ing the operation of a group of stores in a particular geographic region

- ◆ A Support role designed to support the Group Manager and his/her group of stores.

However, due to the existing workforce the company had underdeveloped people processes and did not have a clear view of the existing capability and suitability of its existing talent pool to deliver the new strategy and fill the four key roles. The short term and long term risk for a successful restructure was high as there was ambiguity around who the high performers were and who could successfully fit into the new structure.

Faced with these difficulties the company consulted with Talent Intelligence about how to establish a process for talent management and talent risk (i.e. managing risks around Vacancy, Retention, Integration, Readiness and Alignment). One solution to mitigate the risk associated with the restructure was to identify external candidates and assess them against the internal candidates for each of the four roles.

Talent Intelligence was thus commissioned to design and apply a consistent assessment, selection and recruitment process for the roles to ensure both external and internal candidates were rated against the same role requirements (Voisin, 2007; Bernthel & Welling, 2007). This fair and rigorous process identified candidates, both external and internal, who were best able to deliver on the new strategy in the new structure. The company appointed several externals and internals to the roles and progressed with offer negotiations with the successful candidates and outplacement programs for the unsuccessful internals who had their jobs dissolved. This resulted in the best available talent for all roles.

## Key Lessons Learnt

Talent Intelligence and the company worked through the challenges raised as a result of the restructure to provide a solution to mitigate risks and maximise the success of the restructure in the short and long term.

The key lessons were:

- ◆ The need for a rigorous and consistent approach to identifying talent aligned to strategy
- ◆ The need to integrate external candidates as part of a pipeline of talent for critical strategic and delivery roles (Voisin, 2007)
- ◆ The realisation that the developed recruitment and selection process is only the beginning of the process and careful monitoring of performance against objectives both on an individual and organisational basis is crucial to maximise returns (Shewry, 2007; Trahant, Stecker & Sonnesyn, 2007).
- ◆ The need to complete studies and analysis on talent management practices to:
  - ◇ Validate the overall assessment / recruitment processes.
  - ◇ Assist with organisational design, in terms of understanding the capabilities of the company's human capital both as a group and on an individual basis.
  - ◇ Formulate success profiles that can be used as a guiding platform both for the assessment of current incumbents, but also to provide a bridge in terms of requirements for people wishing to move into the role.
  - ◇ Compare performance data, in order to identify key traits for success in the role.
  - ◇ Provide a basis for development for all incumbents.

The short term and long term risk for a successful restructure was high as there was ambiguity around who the high performers were and who could successfully fit into the new structure...All employees should be rated in terms of their readiness risk so the organisation has a realistic view of whether any of its employees are ready to step into one of the critical roles.

◇ Align skill sets required for the role to organisational objectives.

◇ Implement cultural change.

As a result of this experience the HR Director and management team are now continuing to focus on leadership risk management to ensure the new structure and appointments are successful in both the short and long term. They are aware that they need to not only focus on alignment risk and continually monitor their capability, but that they also need to start monitoring other risks in the Risk Management Framework in order to maximize their market position.

### Integration Risk

This involves assessing the potential for failure in assimilating a new appointee, be they internal or external, to a Board, CEO, leadership or critical position. This is particularly important for the company in the situation mentioned above as it ensures that the appointed candidates in the new structure do not leave in the short term. Thus the organisation needs to ensure that appropriate on-boarding procedures are followed to avoid the extra costs for the organisation associated with reappointing and training a new candidate if an incumbent leaves due to a lack of support (Trahan, Steckler & Sonnesyn, 2007).

### Vacancy/Retention Risk

This involves an evaluation of the internal business and external market impact of a Board, CEO, leadership or critical position being vacant. This is particularly important for the company in the situation mentioned above because the company needs to be aware of the four critical roles to deliver the new strategy so that company can track the likelihood of a candidate leaving and ensure the role is not vacant for long. Evidence shows that attrition can increase after a restructure so transition support and awareness of the likelihood of someone departing is crucial (Lapide, 2008).

### Readiness Risk

This is relevant in cases where there are no internal candidates suitably developed, or external benchmarked talent identified, to move in to a Board, CEO or leadership position. This was particularly important for the company in the situation mentioned above because if there are no candidates capable of delivering the strategy in the short or long term, the company could continue to lose market share (Buhler, 2008). All employees should be rated in terms of their readiness risk so the organisation has a realistic view of whether any of its employees are ready to step into one of the critical roles.

Organisational psychologists have the opportunity to play an important role when working on leadership risk management solutions such as the one in this case study. Specifically this is achieved by applying theories, principles and a rigorous approach when identifying and assessing talent and talent related risk as well as supporting the transition of new leaders into a company's business. No one company context is the same, which makes the skill of assessing, diagnosing and solution implementation critical for leadership risk solutions.

For the company in question, Leadership Risk Management is becoming a priority for facilitating the management and development of their 'talent portfolio' and talent pipelines, which could buffer the impact of the skills shortage and maximise their market position in the long term. This new priority is a direct result of the learning gained from the recent restructure that involved understanding if the company's current capability was aligned to their future goals so as to be able to successfully fill key roles. However the ongoing success of Leadership Risk Management solutions to business outcomes and combating the challenges arising from the skills shortage requires ongoing support from management, involvement of people with expertise such as organisational psychologists and other professionals, as well as continued monitoring and evaluation.

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Talent Intelligence advises the Board, CEO and senior HR executives of leading global and local companies on how to achieve best practice leadership risk management through the deployment and application of integrated talent intelligence solutions.

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# The Limitation of Organisational Psychology Research

Simon Moss



Over the past few years, scientists have uncovered some remarkable discoveries, many of which extend the repertoire of skills that psychologists can apply. To illustrate, when individuals complete verbal tests, in which words that are synonymous with autonomy or freedom are embedded, they become more honest on subsequent personality tests. Furthermore, after reading the psychological profile of candidates, recruiters tend to select the most suitable individuals after they focus on their own aspirations, reflect upon the activities they have undertaken to pursue these objectives, and then trust their intuition (Baumann, Kuhl, & Kazen, 2005; Dijksterhuis, 2004; see also Koole, Smeets, van Knippenberg, & Dijksterhuis, 2006).

Recent discoveries are applicable to a diversity of domains, including leadership development, change management, workforce planning, coaching, marketing, assessment,

and related fields. For example, coaches and consultants can more readily decipher the needs and concerns of their clients if the left half of their chest faces these individuals, ultimately facilitating rapport (Puccinelli, Tickle-Degnen, & Rosenthal, 2004).

Many psychologists, understandably, are unaware of key developments in the scientific literature. These psychologists, therefore, are sometimes oblivious to the limitations of their initiatives and solutions. They might not be aware, for instance, that some slogans or mottos, like "Always do it right the first time", have been shown to compromise the wellbeing, creativity, and initiative of employees (Kruglanski, Thompson, Higgins, Atash, Pierro, Shah, & Spiegel, 2000). They might have overlooked the finding that diversity training often compromises the capacity of participants to interact effectively with minorities, partly because their inherent intuitions are inhibited (Vocauer & Turpie, 2004)

Even tools that emanate from scientific research might not always be valid. Many personality tools, for example, seem to be valid and reliable. However, the mere completion of a personality inventory can, in some individuals, provoke assumptions and states that compromise their wellbeing. Some individuals become more inclined to assume the core or essence of a person is immutable, rather than malleable, which promotes resistance to criticism, learning, and change (Dweck, Chui, & Hong, 1995a, 1995b). Other individuals become more focussed on their qualities, which can undermine engagement and progress.

The question, then, becomes what are the factors that impede the application of science to the practice of organisational psychology. Many psychologists are cognisant of the need to reconcile the gulf between science and practice; therefore, some subtle and insidious obstacles must be impeding this endeavour.

## The banality of many scientific papers

The first obstacle is that too many scientific papers are not especially useful. For example, many scientific papers generate findings that are entirely intuitive. That is, these papers merely offer evidence and nomenclature that reinforces insights that most psychologists—and indeed many clients—have already acquired, at least intuitively. Hence, psychologists might spend hours, or even days, diligently reading papers, only to uncover information that aligns with the existing practices and thus does not improve their practical skills or knowledge.

Fortunately, this impediment can be redressed, at least to some extent. Merely as an illustration, a free but provisional website has been developed. This website presents the latest, unintuitive rather than conventional, intuitive solutions that practitioners can apply to solve common issues—such as elevated stress, limited engagement, resistance to change, inadequate leadership, and aggressive behaviour.

In addition, the theories and findings that underpin these solutions are summarized in this website (see <http://www.psych-it.com.au/Psychlopedia/article.asp?id=1>). A multitude of papers and arguments are integrated into a more concise and coordinated set of articles. As a consequence, this site, and similar initiatives, can preclude the need to trawl through hundreds of articles to uncover merely a few useful insights.

## The complications of application

The second obstacle is that many attempts to translate scientific findings into practical solutions can provoke some unexpected problems. To illustrate, recent scientific studies have shown that leaders

seem more credible and intelligent when they use an expressive voice, nod occasionally, pause while speaking, and sit upright (Murphy, 2007). If they need to promote an inspiring vision, their credibility is also amplified if they exhibit an eager style—with a rapid rate of words, arms apart, leaning forwards, and quick movements (Cesario & Higgins, 2008).

Nevertheless, problems arise if leaders attempt to cultivate this style and display this set of mannerisms. In particular, the deliberate attempt of individuals to modify their style inhibits many of their natural, inherent inclinations. When these inclinations are inhibited, leaders become less sensitive to the needs of other individuals as well as less likely to be trusted; their behaviour seems contrived rather than sincere (see also Brotheridge & Grandey, 2002).

To overcome this problem, psychologists need to be apprised of various complications that must be circumvented to convert science into practice. To illustrate, leaders should not merely be informed that a specific suite of gestures will improve their perceived credibility and intelligence. Instead, a more complex sequence of processes is necessary.

First, leaders could, perhaps, be instructed to practice some of these mannerisms in private, while imagining themselves speaking confidently and feeling composed. Next, leaders could imagine the precise time, location, or context in which they would like to present these mannerisms. Finally, these leaders should envisage themselves, as vividly as possible, speaking confidently, feeling composed, and displaying one of these mannerisms in this specific context. This sequence of processes obviates the need to remember these recommendations explicitly (see Webb & Sheeran, 2007).

This sequence of exercises is called an implementation intention and is

similar, but not identical, to various forms of visualization. More importantly, this approach represents one example of how scientific information can be translated to practical improvements, without the ubiquitous problems that arise when individuals are inundated with too many guidelines and recommendations.

Many other complications also need to be accommodated. More discussion, for example, is needed about how to manage the expectations and assumptions of clients. According to recent studies, when employees value intuition and creativity, elevated expectations tend to translate into appreciable satisfaction and, ultimately, better outcomes. In contrast, if employees are more inclined to value rational, logical, and analytical thinking, these elevated expectations culminate in dissatisfaction, compromising business outcomes (Geers & Lassiter, 2003).

Nevertheless, a more comprehensive analysis of the problems that can arise when scientific insights are instituted in practical settings is warranted, together with more discussion of potential solutions to these impediments. This issue, if resolved, would significantly distinguish psychologists from other professions, in which scientific insights are often applied haphazardly, without a sufficient appreciation of broader complications.

## The commercial imperatives

Third, modifying existing practices to accommodate scientific discoveries might not always translate to commercial benefits, at least not immediately. For example, clients will not initially appreciate these improvements, because the enhancements might not immediately translate into observable benefits. Indeed, in general, the most sustainable development programs—at the level of individuals, team, or organisations—are not usually as beneficial or valuable initially.

To illustrate, research indicates that individuals are more likely to feel engaged and absorbed in their work if they attempt to outperform their deadlines or targets. They might, for example, decide to complete a task within two weeks, even if the deadline is three weeks. When individuals strive to outperform the deadline, they inculcate this goal with a sense of choice and control—and this sense of choice has been shown to promote engagement (Burgess, Enzle, & Schmaltz, 2004).

After this observation was published, some psychologists and coaches began to encourage their clients to outperform deadlines. This advice, at least initially, augmented the productivity of these individuals. The problem, however, is that practitioners were, in essence, supplanting one deadline with a more stringent target. The clients had, effectively, been instructed to fulfil this stringent deadline, which merely diminishes their sense of choice.

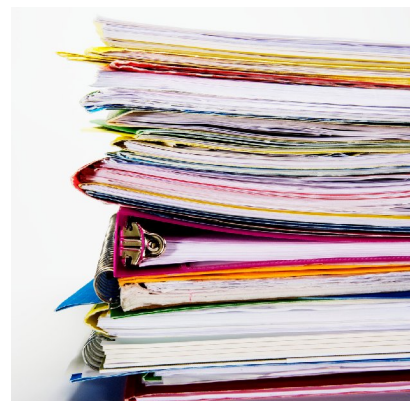
Instead, the psychologists and coaches could have merely presented this scientific discovery, revealing that outperforming deadlines promotes engagement, without offering any prescriptive advice. This approach might not have been as effective initially; clients might not always have adopted this advice. Over time, however, clients might decide to utilize this insight to improve their motivation, and this improvement is likely to be more sustainable.

The translation of science into practice is expensive initially but fruitful eventually. Because of these obstacles, the coordinated and concerted effort of many psychologists and organisations is needed to expedite this process. Psychologists and their agencies need to suspend, at least partly, their usual imperative to compete—which has obstructed genuine progress. They need to become involved in joint initiatives and collectives to cultivate insights and skills that differentiate their offerings from the practices of rival industries.

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# What are members reading?



We thought it might be interesting to find out what our members are reading.

We asked Dr. Peter Langford to be our first subject! Peter currently lectures in human resource management and organisational psychology at undergraduate and post-graduate levels at Macquarie University, and is Director of Voice Project, a research and consulting practice based in the Department of Psychology, Macquarie University. Voice Project is dedicated to using organisational surveys to give critical stakeholders a voice and improve organisational diagnosis and development.

I'm tempted to answer "Not much!" to the question of what I'm reading. Wearing my academic hat, I'm rarely able to read as much as I'd like to. I try to scan most of the major academic journals, and read the articles that are closest to my research interests of culture, leadership and engagement. However readers of Illuminations may be more interested in the second reason for my answer.

Wearing my practitioner hat, the reason that I'm not "reading" much is that most of my "reading" is listening to audiobooks. I live in Cronulla and work at Macquarie University – so I drive almost 50 kilometres each way, about three days a week. Some of that time is spent on phone calls, sometimes I listen to music, but most of the time I listen to books and magazines.

I subscribe to a US-based service called Audible (see [www.audible.com](http://www.audible.com)) that I strongly recommend (and, no, I'm not a shareholder or getting referral bonuses!). The service has tens of thousands of "books", on all topics, fiction and non-fiction, including most of the current US bestsellers (with only rare exceptions, although I'm sad to say that Harry Potter is one of the exceptions). I pay a yearly subscription (although there are other membership arrangements) and get a number of credits that I can use to buy books or subscribe to magazines.

The magazines I subscribe to are Harvard Business Review (readings of three or four of the main articles), Fast Company (a trendy business magazine that takes a slightly quirky review of successful companies and individuals), Executive Book Summaries (each month includes summaries of three books on personal and professional development), and a podcast of a US radio show called To The Best Of Our Knowledge (a 50-minute radio broadcast that, each

week, presents interviews on a broad range of topics including politics, religion, economics, and science).

The last five books I've downloaded, all of which I would recommend, include *The Limits of Power* by Andrew Bacevich (discussing the use and abuse of US global power), *50 Philosophy Ideas You Really Need To Know* by Ben Dupre (a primer on major philosophical debates), *The Power of One* by Bryce Courtenay (no need to explain this one to most Australians, and yes I recognise that I'm a long way behind the times reading this 20 years after it was first published!), *Obama's Challenge* by Robert Kuttner (written before Obama's election, describing the political and economic challenges Obama would face), and *Outliers* by Malcolm Gladwell. Given that it might be of particular interest to Illuminations readers, I might give a brief review of the message within *Outliers* that I found most interesting.

*Outliers* is the most recent of three best-sellers by Malcolm Gladwell, the earlier books being *The Tipping Point* (exploring the causes of fashions, fads and social movements) and *Blink* (investigating the effectiveness and risks associated with intuitive decision-making). Gladwell was previously a journalist for *The New Yorker*, and although he can be slightly biased in the way he presents his argument, he generally writes and narrates in a very engaging manner.

In his third book, *Outliers*, his primary aim is to dispel beliefs in the "great man" theory of talent that asserts that folks like Tiger Woods and Mozart were born with special abilities. He presents compelling evidence that greatness comes from being given the right resources and opportunities, combined with enormous hours of practice.

Continued over the page

As a fascinating example of the role of opportunity, Gladwell cites how 40% of Canadian ice-hockey players are born January to March, and only 10% are born in October to December, because the 1<sup>st</sup> of January is the age cut-off for junior hockey, and the earlier in the year someone is born, the older and stronger they will be, the better they will perform within their age cohort, and the more likely they will be selected for special coaching in representative teams.

In reference to the role of extensive practice, he cites a range of research that suggests the 10,000-hour and 10-year rules for greatness – across most fields of endeavour it typically takes around 10,000 hours of high quality practice over roughly 10-years to achieve what we typically regard as “greatness”. Since listening to *Outliers* I’ve followed up with a book called *Talent is Overrated* by Geoff Colvin that presents a more rigorous and balanced review of the same field of research (but also perhaps slightly less entertaining than Gladwell’s

book), reaching the same conclusion that there is very little evidence supporting the presence of innate greatness, and much to be said for opportunities and hard work.

The inspiring message in this research for psychologists is that it highlights the potential in everyone around us, if only we are able to provide the right opportunities and motivation.

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## **The Australian Psychological Society College of Organisational Psychologists**

### **Call for Nominations**

It is with pleasure that the College of Organisational Psychologists calls for nominations for the 2009 Elton Mayo Awards and the 2009 COP Early Career Award.

### **Elton Mayo Awards 2009**

The Elton Mayo Awards are conferred biennially each odd year and recognise original, significant and enduring contributions to the field of Organisational Psychology by COP members over a period of at least 10 years.

Two Elton Mayo Awards are available to college members of merit:

- a. The Elton Mayo Research and Teaching Award
- b. The Elton Mayo Professional Practice Award

### **College of Organisational Psychology Early Career Award 2009**

The COP Early Career Award is conferred biennially each odd year and is an encouragement award that recognises outstanding achievement in the field of Organisational Psychology in an early career member of the college (a career in Organisational Psychology of less than 10 years duration).

All the information you will require to nominate a college member for an award, e.g. nominee eligibility, the nomination process and nomination forms, judging criteria for each award can be found on the Awards tab on the COP section of the APS website:

<http://www.groups.psychology.org.au/cop/awards/>

**Closing date: Friday 8<sup>th</sup> May, 2009**

Enquiries and Submissions Dianne Lissner, COP National Committee  
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# Our History

Over 2009, we will be providing a new four part series focused on the history of Organisational Psychology in Australia.

Our first segment starts with an interview with Professor Tony Winefield from the University of South Australia who was our 2003 Elton Mayo Award Winner for 'outstanding contributions to IO Psychology research and teaching'. Tony provides us with his perspectives on the development of organisational psychology.

## Kathryn McEwen, COP South Australia

*Professor Winefield could we begin with how you came to be an I/O Psychologist?*

I did my early training in University College London where we had lectures in I/O Psychology from people like John Whitfield and Sheila Chown as part of the undergraduate course. I stayed on there, did my PhD in probability learning with Jonckheere as my supervisor, and then came to Adelaide and carried on doing experiments on people and rats and teaching statistics. So I was really a rats and stats man for a long time.

I got into organisational psychology through my interest in learned helplessness. I was supervising a very bright PhD student at the time, Maria Tiggemann, who did some very elegant experiments on learned helplessness in humans. In the end she said she'd like to do a study on real life helplessness and so she did a longitudinal study on school leavers moving into unemployment or jobs. Hence I became interested in the psychological effects of unemployment.

We then applied for external grants and did a ten-year study which culminated in our 1993 book "Growing up with Unemployment". One of the things that struck us about this was that employed people who were dissatisfied with their jobs

were just as badly off psychologically as those who were unemployed. So that then led to my interest in what makes jobs good and bad and then in job stress. And so that led onto the work I've done with Maureen Dollard. Once again I supervised her honours degree and PhD and she, like Marika, has established an international reputation. So if I hadn't been seduced by these two women I'd still be with the rats!

*What were the topical issues in organisational psychology early in your career?*

Although I was at University College the first department in IOP had been set up by Alec Rodger at Birkbeck College which was virtually next-door. We actually had lectures from some of them, for example Charlie Mace and Richard Peters. I later visited that department which was then headed by Peter Herriot. Jean Hartley was there and another mentor of mine had been Professor and Head of the Psychology Department, Arthur Sommerfield. I guess in those days testing was a big thing. It was not long after WW2 which was when the military had taken up the WASB. It had started up before WW1 but unfortunately WWI finished too soon and so the influence of personnel psychologists wasn't as strong then but it became very important in WW2!

Of course there was also a lot of work on ergonomics. People at the APU at Cambridge had done a lot of work designing cockpits for fighter pilots in WW2 so I can recall ergonomics and testing were the two big things.

*Who do you recall as being the influential IOPs in those days?*

Donald Broadbent at Cambridge was one of the leading lights, if not the leading light in the UK. I'm not sure who the others would have been as I didn't see myself as an industrial psychologist at that time.

*What about the Australian influences?*

Before I came to Australia I'd actually heard about Norm Feather's work and the paper that he'd published in the Psychological Review on subjective probability. I suppose the psychologist I would have had most to do with was the late Gordon O'Brien from Flinders University, also Leon Mann and his work on decision-making. Then of course Roy Payne who came out having worked with Peter Warr - whom I'd initially met in UK. He came out to Curtin initially and again he was interested in job stress.

*What for you have been the most ground breaking models or theories in the last 40-50 years?*

Rather than speak about particular individuals I'd rather speak about general areas where I think important work has been done. I think human machine interaction, job motivation, job stress. Though he's not in Australia, Cary Cooper's work on job stress is very important.

I think some of the most influential figures in the UK in recent years have been Donald Broadbent, Peter Warr, Tom Cox, Cary Cooper.

*So what do you think has changed most in our profession?*

I must say I've always been a bit

surprised at the very strong prejudice against teaching anything applied in the undergraduate curriculum in Australian universities as this isn't the case elsewhere. When I did psychology at University College London we did clinical psychology, we did child psychology we did testing. I remember having to administer Wechslers and Binets to my family and write it all up - but here it's frowned upon and is always seen as something that comes after an honours degree.

I think the other thing about IOP is it's sometimes seen to be a bad thing to call yourself a psychologist. Its okay to be an expert in organisational behaviour but if you call yourself a psychologist then it has all sorts of connotations. It's like oh well you are a touchy feely type. I think that's an image that's got to be combated.

*Have we taken any paths that we shouldn't have?*

It's not so much a path we shouldn't have taken - it's just that while organisational psychologists get jobs easily they are often not described as psychology positions. Whether that matters I'm not sure. One of the problems we have in our masters program is our students go out and get jobs before they've completed the degree. Often they've completed everything except the research thesis and so they can't get registered. But often that doesn't matter to them as they can get highly paid jobs without the need to call themselves psychologists.

*How has COP featured in your career?*

I can't remember when I actually joined the College. I was able to join without having done my masters degree. I did so on the basis of having published a lot in I/O journals. I guess I joined because I was interested in what was going on. I went to some very good College conferences. Frankly I've found the quality of the papers - particularly the keynote speakers

much higher than those at the APS conference. I think the APS conference has suffered as a result of Colleges running their own conferences and so what you find there is an awful lot on purely professional issues.

I've been active at the local level in the committee and organised the SA IOP Conference. I was also given a very nice glass bowl by Denis Flores a few years ago - the Elton Mayo prize. It's very very nice. I can't hang it on the wall but I can put fruit in it!

*What have you enjoyed most about being an IOP?*

Organisational psychologists tend to be very down to earth practical people interested in getting things done. I suppose I see myself as a bit like that as well.

*What do you see as the future challenges for us?*

One problem that we may have is that when there is a conflict between managers and workers there is a danger we will be seen by the workers as a tool of management. I mean the bad old days of time and motion studies where the employer was basically only interested in profits and getting the maximum out of the worker for the minimum of payment. There's always that danger especially when times are tough as they are now. If businesses are in danger of going under then its important for two sides to get together to achieve common ground so workers keep their jobs but the company doesn't go under.

When times are hard economically we have a very important role to try to mediate between employers and employees - to get each side to see the others point of view.

Continued over the page

Productivity is an important bottom line issue and the question is how we can get people to work productively. I think they are more productive when they enjoy their work so job design is important, a fair and rational award structure is important – it's all very basic stuff. You have to hire the right staff which is where personnel psychology comes into it, then you need to motivate them and how do you motivate them you make the work interesting and rewarding and you treat them fairly so you get loyalty from them.

*Does it frustrate you that we've known these principles a long time but they are still not taken up?*

We've just published a book on job stress on university staff and it's

quite extraordinary how the messages don't get through.

*What's been the best advice you've received about your career?*

Coming out to Australia was a good decision I made but I don't remember anybody advising me to do it!

I've been given lots of bad advice and I hope I've had the good sense to ignore most of that!

*If you could start over would you do it all again?*

Absolutely! That's the great thing about academic life you can do whatever you want to do. I mean there are certain things you have to do like teaching and doing research but you can teach what you want to

teach by and large and you can do research in the field you want to do it in – which is brilliant.

The 'Our History' segment will continue in June with a look at Elton Mayo and Organisational Psychology at his time followed by a fascinating study of Organisational Psychology in the military in August. Our December edition will provide us with an overall look at the history of the college of Organisational Psychologists and how it has developed since its inception. If you have any contributions to make about the history of Organisational Psychology in Australia, please contact the Editor.

# Letters to the Editor

We would be like to invite readers to participate in the development and growth of *Illuminations*.

Please share with us any issues and insights, responses to published articles, and suggestions for publication.

Please forward any of the above to the Editor Rosie McMahon at [rosemark@primusonline.com.au](mailto:rosemark@primusonline.com.au)

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## About the College of Organisational Psychologists

Organisational Psychology is the science of people at work. Organisational psychologists specialise in analysing organisations and their people, and devising strategies to recruit, motivate, develop, change and inspire.

The Australian Psychological Society's College of Organisational Psychologists is the professional association for organisational psychologists in Australia. There are 460 members in the College, which operates at both a State and National level.

The College develops and safeguards the standards of practice and supervised experience, and advises and makes recommendations regarding the education and training of organisational psychologists. The College also acts as a focal point for media and general enquiries relating to organisational psychology.

The College supports organisational psychologists to achieve success through professional development and networking, access to the latest research and tools, raising the public profile of organisational psychology and representing College members on issues that matter.

The College supports organisational psychologists to achieve success by:

- ◆ Providing high quality and varied professional development programs for professionals at all career stages;

Become a member of the College of Organisational Psychologists today and contact our Membership Coordinator, Kathryn von Treuer at [kathryn.vontreuer@deakin.edu.au](mailto:kathryn.vontreuer@deakin.edu.au) or ring her on 0409 562 311.

Gina McCredie  
National Chair, College of Organisational Psychologists

- ◆ Providing access to research, information and tools which build the credibility of our members;
- ◆ Providing national networking opportunities;
- ◆ Raising the profile of organisational psychology within the business and broader communities;
- ◆ Identifying critical professional issues and lobbying on behalf of members with Registration Boards, Government and the APS; and
- ◆ Working with universities to strengthen the link between science and practice.

The College is currently working to transform itself through a significant change program aligned to a 3-year business plan. The aim of the transformation is to change and improve the way the College operates, to lift the profile of organisational psychology and increase the value of College membership. A range of strategic initiative teams were established in 2008 to progress work in the strategic areas of Growth, Reach, Influence, Innovation and Capability.

### *Benefits of joining the College:*

- ◆ Free subscription to the Australian and New Zealand Journal of Organisational Psychology (ANZJOP)
- ◆ Free subscription to *Illuminations* (subscriptions are \$80)
- ◆ Free subscription to REACH, a members-only bi-monthly eNewsletter
- ◆ Free access to an online library of past College professional development events
- ◆ Discounted entry to professional development events
- ◆ Your membership lends weight to the College's ability to advocate on behalf of organisational psychology



# Publication Guidelines

**I**LLUMINATIONS is a quarterly e-Magazine which publishes articles relevant to the work of organisational psychologists - for College members and related professionals (organisational psychologists, HR and business professionals). This publication is an opportunity for Organisational Psychologists to feature their work in both academic and industrial settings. Material submitted for this publication should meet the following criteria:

1. It clearly distinguishes how the work of organisational psychologists contributes to the study of human behaviour;
2. It is evidence based and outlines how organisational psychology contributes to improvement in organisational outcomes;
3. It provides learning for the wider psychological community about what organisational psychologists do;
4. It demonstrates how specialist areas of psychology have been able to work collaboratively to produce outcomes;
5. It clearly distinguishes the work of organisational psychologists from other allied professions; and
6. It provides an opportunity for professionals to debate and discuss issues relating to organisational psychology.

Submissions should be between 750 and 1500 words. They should conform to APA standards for style, referencing and layout. The following brief outline of is intended to be indicative only. The main points to be followed when preparing a manuscript are summarised below. Please provide:

- ◆ Single-line spacing of text
- ◆ Text in 9 point Tahoma typeface
- ◆ Identification of authors on the submission
- ◆ All tables, figures, statistical report-

- ing and sub-headers in APA format
- ◆ References in APA format
- ◆ In-text quotations in APA format
- ◆ Abbreviations should be spelled out in the first instance
- ◆ Titles should be no more than 6 words in length
- ◆ Pictures/advertisements/inserts should be in jpg format
- ◆ Authors name, title, and place of work should be included

Submissions should be submitted as email attachments to the Publications Editor. Manuscripts which do not meet these guidelines will be returned to the author to resubmit.

## Reference

American Psychological Association. (1999). *Publication manual of the American Psychological Association*. Washington, DC: American Psychological Association.

## 2009 Publication Dates, Deadline Dates and & Topics

June 2009 Issue: 28th May  
Topic: Meeting the Future: Promoting Sustainable Organisational Growth

The title of the June 2009 IO Psych conference in Sydney - reviews current research and work being carried out to ensure sustainable business growth.

September 2009 Issue: 28th August  
Topic: Maximising Work Performance in the 21st Century

Reviews how models of work performance have changed over the years and how organisational psychologists might be addressing work performance differently today.

December 2009 Issue: 28th November

Topic: Organisational Psychology and Business Financials: Working with the profit model.

Reviews how the organisational psychologist adds value to organisations by speaking the same financial language as business managers.

## Publications Editor - Queries & Submissions

Rosie McMahon at  
rosemark@primusonline.com.au

## Subscription Rates (AU\$)

Australia \$80

International (\$90)

*Illuminations* is distributed to all members of the College of Organisational Psychologists as part of their College Membership.

## Advertising Rates (AU\$)

Half Page \$150

Full Page \$250

Advertisements should be accompanied by all text required for the ad including the title for the ad, logos should be provided separately to the text, and the contact person for the advertisement clearly outlined along with their contact details.

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This publication is designed to show how organisational psychology adds value to organisations, with a focus on a different topic in each edition. The eMagazine is issued quarterly to both COP members and other interested parties. It is not just intended for organisational psychologists, but a wider business audience. We hope it will be read by many of our colleagues and clients in Human Resources, line management, and other business roles - so feel free to pass it on!