



**Canadian Society for Industrial and Organizational Psychology**

**Le regroupement canadien des psychologues industriels et organisationnels**

**<http://www.sscl.uwo.ca/psychology/csiop>**

## **NEWSLETTER**

**The Industrial-Organizational Section of the Canadian Psychological Association**

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### **CONTENTS**

1. Comments from the Chair
2. Mot du président
3. The I/O Files
4. Membership Report
5. Word from the Student Representative
6. RHR Kendall Award Winner
7. A Celebration of our Existence
8. Past Chairs Reflect
9. Thanks to CSIOP Chairs...
10. Controversial Corner
11. Making Money
12. Nominations
13. IPAT
14. 1999/2000 CSIOP Executive

### **COMMENTS FROM THE CHAIR**

*Gary Johns, Ph.D., Concordia University*

I am just back from the CPA convention in Ottawa, exhilarated by a great CSIOP program organized by Stéphane Brutus. As we have been repeatedly advertising, this is

the 25<sup>th</sup> anniversary of the founding of CSIOP, and the meeting convinced me that our society is healthier than ever. In particular, our record size (over 220 members), our good balance between scientists and practitioners, and our high student involvement all point to our organizational health. I can assure you that CSIOP is well respected within CPA, and that the participation of our members in CPA governance is welcome.

I began the meeting by attending the day-long workshop Honesty in the Workplace presented by Kevin Murphy, who has just moved to Penn State. Thanks to the hard work of Marjory Kerr, we had a gratifying total of 29 participants at this event, a good mix of regular members, student members, and non-members. I found this workshop to have a nice blend of science and practice, and I recommend that you consider attending future workshops.

A highlight of the convention for me was the privilege of presenting Dr. Patricia Rowe with CSIOP's Distinguished Contributions to Industrial and Organizational Psychology in

**25<sup>th</sup> Anniversary Issue**

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Canada Award. It is some measure of the importance of this award that we only seek nominations every three years, and I cannot think of a more deserving recipient than Pat. Her CPA Invited Address on work experience was very well received.

I organized and sat on the symposium panel Celebrating 25 Years of the Canadian Society for Industrial and Organizational Psychology. I am always a bit nervous about these "past chairs reflect" formats, but this session seemed to go over really well from the feedback I got. Thanks to Past Chairs Gary Latham, Pat Rowe, Vic Catano, Steve Cronshaw, Suzanne Simpson, Rick Hackett, Joan Finegan, and Lorne Sulsky. Gary Latham, a CSIOP founder, chaired the session. I quite liked Gary's CPA Presidential Address on the science and practice of goal setting, except for the part where he implied that he and I are regular habitués of Las Vegas!

At the CSIOP Business Meeting, Aaron Schat (Guelph) received the RHR Kendall Award. Ramona Bobocel (Waterloo) was voted to the Chair-Elect position and Shaun Newsome (Sobeys) was named Program Coordinator. In terms of appointed positions, Kim Baron (UQAM/Société Pierre Boucher) was reappointed as Newsletter Editor and Peter Hausdorf (Guelph) was named Workshop Coordinator. David Stanley (UWO) is the new Student Representative. Also, it was voted that we pursue the electronic delivery of this *Newsletter* for members who wish it. This will speed delivery and reduce costs. In fact, the Executive has had electronic delivery of a couple of past issues as a trial run. Finally, it was voted that CSIOP permits the use of its mailing list (for a fee) by providers of I-O related products and services. CPA already does this, and we will follow their general procedures in granting permission. This will provide needed revenue to the society and relevant information for our members.

As a first, we are translating this Chair's Column into French in order to reach out to the many I-O psychologists in Quebec. Although we do not have the resources for a fully bilingual *Newsletter*, we hope to increase interest in CSIOP in Quebec. In this regard, I was happy to attend a symposium by the research team of Marc Blais (UQAM) at the convention.

It has been my honor to serve as Chair of CSIOP for the past year. Every experience I had dealing with the members of the Executive was positive, and I cannot imagine a more dedicated team. Thanks to Lorne, Martin, Stéphane, and Marjory, who are ending their terms. Thanks also to Joan, Yvonne, John, Arla, and Kim, who are serving another year. I welcome John Meyer as the new Chair of CSIOP!

#### **MOT DU PRÉSIDENT**

*Gary Johns, Ph.D., Université Concordia*

Je suis de retour du Congrès annuel de la Société canadienne de psychologie (SCP) enthousiasmé par le programme de notre section, organisé par Stéphane Brutus. Comme nous l'avons dit précédemment, nous en sommes à notre 25<sup>ième</sup> anniversaire et cette conférence m'a convaincu que notre groupe est plus fort que jamais. La vigueur de CSIOP est bien illustrée par le nombre record de nos membres (plus de 220), notre équilibre entre chercheurs et praticiens, et la présence importante d'étudiants. Je peux vous assurer que CSIOP est très respectée par les dirigeants de la Société canadienne de psychologie et que la participation de nos membres au sein de cette Société est très appréciée.

Ma conférence a commencé par l'atelier sur l'intégrité au travail présenté par Kevin Murphy, qui est maintenant à l'Université de Pennsylvanie. Grâce aux efforts de Marjory Kerr, un groupe composé de membres réguliers, de membres étudiants et de non-membres, 29 personnes en tout, a participé

à cette session. J'ai bien apprécié l'équilibre entre la science et la pratique de l'atelier et je vous encourage fortement à y participer l'année prochaine.

Un des points forts de ma conférence fût de présenter le prix de distinction en psychologie I-O au Canada au Dr Patricia Rowe. Il est important de souligner que ce prix est décerné seulement à tous les trois ans et que, à mon avis, personne ne mérite cet honneur plus que Pat. Sa présentation traitant de l'expérience au travail fût très bien reçue.

J'ai organisé et participé au symposium « Celebrating 25 Years of the Canadian Society for Industrial and Organizational Psychology ». Je suis toujours un peu appréhensif envers les formats « réflexions sur le passé » mais les commentaires reçus au sujet de cette session furent positifs. Je remercie Gary Latham, Pat Rowe, Vic Catano, Steve Cronshaw, Suzanne Simpson, Rick Hackett, Joan Finegan et Lorne Sulsky. Gary Latham, un des fondateurs de CSIOP, a dirigé la session. J'ai bien aimé son discours sur la science et la pratique du « goal setting », exception faite de ses références sur nos escapades à Las Vegas!

Durant notre rencontre d'affaires, Aaron Schat (Guelph) a reçu le prix RHR Kendall. Ramona Bobocel (Waterloo) a été élue présidente et Shaun Newsome (Sobeys) a été nommé coordinateur de la conférence. Pour ce qui est des autres positions, Kim Baron (UQAM) a été réélue éditeur du bulletin et Peter Hausdorf (Guelph) est maintenant le coordinateur de l'atelier. David Stanley (UWO) est maintenant notre nouveau représentant des étudiants. Nous avons aussi voté pour explorer la possibilité de faire parvenir le bulletin par voie électronique à ceux qui le désirent. Ceci facilitera la distribution et réduira nos coûts. Nous avons utilisé cette technologie pour faire circuler les derniers bulletins entre les membres du comité exécutif. Finalement, il

fût voté que CSIOP permette l'utilisation de sa liste de membres par des personnes associées au domaine de la psychologie I-O. Cette procédure est présentement utilisée par la SCP et, à l'avenir, nous suivrons leurs règles générales. Ceci augmentera nos coffres et fournira de l'information utile à nos membres.

Pour rejoindre les nombreux psychologues industriels et organisationnels du Québec, nous traduisons le « Mot du président » en français pour la première fois. Même si nous n'avons pas les ressources nécessaires pour produire un bulletin dans les deux langues, nous espérons bien promouvoir CSIOP au Québec. Ceci dit, j'ai été très heureux d'assister au symposium présenté par le groupe de recherche de Marc Blais (UQAM).

Ce fût un honneur de servir comme président de CSIOP cette année. Les échanges avec les autres membres du comité exécutif furent tous positifs; il m'est difficile d'imaginer un groupe de personnes plus dévoué. Merci à Lorne, Martin, Stéphane et Marjory qui nous quittent cette année. Merci aussi à Joan, Yvonne, John, Arla et Kim, qui continueront leur travail l'année prochaine. Pour terminer, je souhaite la bienvenue à John Meyer, le nouveau président de CSIOP!

## THE I/O FILES

*Arla Day*

Welcome to the second installment of our (relatively) new column: The I/O Files (Chronicles of the paranormal in I/O psychology).

## Conferences

As we go to press, we are still recuperating from the CPA Conference in Ottawa at the end of June. Needless to say, it was a smashing success (with the grand finale of fireworks over the Parliament buildings)! All of the organizers (especially the program chair, **Stéphane Brutus**) should be

commended for their tireless work, and all of the presenters should be commended for their outstanding performance. I/O conference attendees were kept running with all of the activities. Kevin Murphy's workshop was well attended and deemed to be a huge success. The "Past CSIOP Chairs" discussion was very thought-provoking. For those of you who were unable to attend (and for some of you who may have attended but can't remember the details), the joint I/O-Military Social Evening was a lot of fun! As expected, both **Gary Latham's** presidential address and **Pat Rowe's** invited address (for the Distinguished Contributions to I/O Psychology Award) were inspirational!

A distant memory? SIOP 2000 was held in New Orleans in April, which proved to be an extremely interesting venue (complete with Cajun & Creole food, Blues & Jazz, and Bourbon Street!). Oh yeah! The conference was very informative too. CSIOP was well represented at the conference. It was great to see that a large number of Canadian students, faculty, and practitioners were able to attend. I've already heard that people are gearing up for SIOP 2001 in San Diego!

Up next...The Academy of Management is in Toronto in August. It is very rare that we are able to get a chance to attend the Academy in our home country, so take advantage of this opportunity and go! (And let me know how it was. Unfortunately, I won't be able to attend!)

### Comings & Goings

Old news? Yes, I believe I missed an old(er) news item in the last newsletter. For those of you who haven't already heard...Peter Hausdorf made the switch from consulting to academia and has been working at the U of Guelph since last fall. Congratulations, Peter!

Definitely new news...There has been a lot of activity in the I/O and business departments: **Maria Rotunda** has just started in her new position as Assistant Professor in the HR/OB department at the Joseph L. Rotman School of Management, U of Toronto. Maria completed her Ph.D. at the U of Minnesota this spring. Robert Haccoun will be moving to York U from the U of Montreal and **Gerard Seijts** is joining U of Western Ontario (leaving the U of Manitoba). Good luck to all of you!

### Kudos

Our members have been busy receiving awards and grants! **Stéphane Brutus** received both a 3-year FCAR and a 3-year SSHRC this spring to conduct research on the feedback processes in organizations! **Joan Finegan** received a 3-year SSHRC for her work on organizational values. Also, Joan and her colleagues (Laschinger, Finegan, & Shamian) won the best "theory-to-practice" award given by the Health-Care Management division at the Academy of Management for their work on workplace empowerment and organizational trust for nurses. Two Calgary students are also going to be kept busy spending research money. Wayne Ormand received the Killam (Memorial Fund) Scholarship for his research on aspects of leadership communication within teams, and **Stéphanie Paquet** received a 3-year Fonds-FCAR scholarship to help fund her research on the implementation and functioning of multi-source performance appraisal and feedback programs.

And the RHR-Kendall goes to... Congratulations to **Aaron Schat** for his exceptional paper, entitled "Effects of perceived control on the outcomes of workplace aggression and violence." Aaron wrote this paper for his masters' thesis under the supervision of **Kevin Kelloway**.

Thanks to all the students who took the time and effort to apply for the award. Thanks also to my co-judges, **Chuck Evans** and **Stéphane Brutus** for all of their hard work and insightful comments on the papers. And, of course, thanks to RHR for their continued support of the Kendall award, celebrating student research.

Thanks to everyone who informed me of these events and awards. Again, if you have some news, please e-mail me at [Arla.Day@StMarys.ca](mailto:Arla.Day@StMarys.ca).

### MEMBERSHIP REPORT

*Arla L. Day, Membership Coordinator*

As of June 30, 2000, we have over 225 members. This number is an increase over the past years and it is still growing! We have a lot of new members as well as changes of address. If your address has changed, please send me the information and I will put it in the next newsletter. If you are a CPA member, please send any changes directly to me (as well as to CPA). At the moment, CPA doesn't have the capabilities to update us regularly about new members and changes of addresses. However, the CPA membership services are currently switching to a new computer system, so they should be better able to handle the membership issues by the end of the summer.

### Welcome to our new members:

**Gerard Alberts**; 88 Sunlake Circle, SE  
Calgary, AB T2X 3J1

**Daniel Bentley**; *Personnel Psychology Centre, L'Esplanade Laurier, 300 Laurier Avenue West, West Tower, Room A1734, Ottawa, ON K1A 0M7; 613-996-8867; F 613-947-6979;*

*daniel.bentley@psc-cfp.gc.ca*

**Anuradha Chawla**; 82 Cork Street W.,  
Guelph, ON N1H 2X4

**Craig Dowden**; 276 Presland Rd, Apt.  
#2, Ottawa, ON K1K 2B8

**Susan Dubreuil**; 165 First Ave. Ottawa,  
ON K1S 2G3

**Lori Francis**; 127-101 Governor's Rd,  
Dundas, ON I9H 6L7

**Jinder Gill**; P.O. Box 8022, 1225  
Wonderland Rd N, London, ON N6G  
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**John Hawkins**; St. Michael's Hospital,  
30 Bond St., Toronto, ON M5B 1W8

**Denis Houde**; 5567 Belanger Est,  
Montreal, QC H1T 1G3

**Norman Johnston**; 619-80 Front St. E.,  
Toronto, ON M5E 1T4

**E. Kevin Kelloway**; Department of  
Management, Saint Mary's University,  
Halifax, NS B3H 3C3; W 902-496-8652

**Lucie Kocum**; 361 Arlington Ave,  
Ottawa, ON K1R 6Z2

**Macy Mee Sze Lai**; 5- 2189 West End  
Ave, Vancouver, BC V6K 1H7

**Christian Leveillé**; 9942 St- Hubert  
Montreal QC H2C 2H3

**Stephanie Paquet**, Psychology  
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Calgary, AB T2N 1N4; W 403-220-8931;  
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**Julie Patenaude**; 739, Route 219;  
Hemmingford, QC J0L 1H0; PhD, 2000,  
U of Guelph

**Frances Annie Pettit**; 202-20 Hotspur  
Rd, Toronto, ON M6A 1X6

**Sharyn Salsberg Ezrin**; 20 St. Mary  
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**John L. Simone**; 34 Laprairie Crescent;  
Elliot Lake, ON P5A 3B6

**David Stanley**; Psychology Department,  
University of Western Ontario, London,  
ON N6A 5L8

**Jennifer Thomasing**; 784 Rue Delisle,  
Chicoutimi Nord, QC G7G 5B2

**Judith Waye-Cormier**; 1-7 Haida Circle,  
Dartmouth, NS B3A 1B2

### Please Note The Following Address Changes:

**James Cheston**, 2056 Barsuda Dr.  
Suite 12, Mississauga, ON L5J 1V8

**Kenneth W. Curtis**, Delta Consulting Solutions Inc., 2505 11th Avenue Ste. 306, Regina, SK S4P 0K6; W 306-543-7868; F 306-543-9911;

dcs@accesscomm.ca; Leadership Development;

**Maria Rotundo**; Joseph L. Rotman School of Management; University of Toronto; 105 St. George Street; Toronto, ON M5S 3E6

**Gerard Seijts**; U of Western Ontario, Richard Ivey School of Business, 1151 Richmond Street North, London, ON N6A 3K7. Phone: 519 - 661 - 3958. Fax: 519 - 661 - 3485.

**Peter Stephenson**; 21 Chicora Avenue, Toronto, ON M5R 1T7; W 416-925-6725; F 416-925-7109; meridien@istar.ca

**Ross Woolley**; HR Profiles Ltd., 1600 - 355 Burrard St., Vancouver, BC V6C 2G8, W 604-689-9961; F 604-669-7378, rwoolley@wilsonbanwell.com

**Ivan H. Zendel**; Paradigm Solutions-Creating Change, #420, 910-7th Ave. SW, Calgary, AB T2P 3N8

#### Address "Additions":

**Jennifer Hunt**; jhunt2@chat.carleton.ca

**David Jones**; dajone@ucalgary.ca

**John Simone**; Hm: (705) 848-1338; Fax: (705) 848-2434; e-mail:

thezoo@onlink.net

**Krista Uggerslev**;

kuggersl@ucalgary.ca

#### A WORD FROM THE STUDENT REPRESENTATIVE

*Martin Royal*

I would like to thank everyone for participating in the student activities at the CPA convention. I think that those who participated in the mentor lunch really appreciated the opportunity to discuss career and professional issues with the mentors present. Special thanks to the mentors: Steve Cronshaw (University of Guelph), Chuck Evans (Jackson Leadership Systems), Johanne Killeen (Assessment

Strategies Inc.), Lorne Sulsky (University of Calgary), and Peter Warshaw (RHR International). In addition, I would like to thank the presenters of the student symposium who demonstrated the excellence of the research being conducted in Canada by students in I/O psychology. I had a wonderful time working with all the other CSIOP execs to accomplish various initiatives during my mandate as a student representative. I am confident that your new student representative, David Stanley, will do a great job to pursue old and new venues. Don't hesitate to contact him to share your ideas and comments. Thanks for taking on the mandate David! Good luck to all in your careers as future I/O psychologists!

#### RHR KENDALL AWARD WINNER Effects of Perceived Control on the Outcomes of Workplace Aggression and Violence

*Aaron. Schat, University of Guelph & E. Kevin Kelloway, St. Mary's University*

Violence is becoming more prevalent in North American workplaces, and has been linked to a number of adverse personal and organizational consequences. Until now, however, very little research has examined whether there are factors which help to offset these adverse consequences of workplace violence. In this study, the role of perceived control in ameliorating the negative outcomes associated with the experience of violence at work was examined, using two samples comprising hospital ( $N = 187$ ) and group home staff ( $N = 195$ ).

Exploratory and confirmatory factor analyses of the measure of perceived control developed for the study indicated a three-factor structure consisting of Understanding, Prediction and Influence. Results of a series of moderated regression analyses suggested that perceived control did not moderate the relationships between violence and fear, or between fear and

emotional well being, somatic health or neglect. However, a structural equation model of the direct and indirect effects of workplace violence and perceived control was tested on sample 1 and cross-validated on sample 2. This model indicated that perceived control is positively associated with emotional well being and somatic health, and negatively associated with fear of future violence and neglect. In addition, training that targets workplace violence was found to be associated with enhanced levels of perceived control.

Taken together, these results have implications for both practice and research. In practice, increasing employees' feelings of control through training represents a promising means by which the negative effects of workplace violence may be reduced. In addition, researchers are urged to further investigate the phenomenon of workplace violence, paying particular attention to factors that help prevent workplace violence or reduce its negative outcomes.

### **A CELEBRATION OF OUR EXISTENCE: A Conversation with Pat Rowe**

*Kimberlea Baron, Newsletter Editor*

At the CPA conference in Ottawa I had a chance to sit down with Dr. Patricia Rowe, one of the founders of CSIOP in 1975, and recent recipient of the Distinguished Contributions to Industrial and Organizational Psychology in Canada award. I asked her one question: What was the one thing that she was most proud of on this, the 25<sup>th</sup> anniversary of CSIOP? She replied: CSIOP's very existence.

As Pat tells it, prior to the section being formed in 1975, there was a real lack of interest in I/O, as demonstrated by the few I/O related papers at CPA, the lack of teaching content in universities, and even negative or hostile perceptions of I/O by those outside of the discipline. This negativity

gradually disappeared, but as Pat notes, the damage was already done: psychology departments were already fully staffed, thus leaving little room to hire I/O profs.

The process of changing perceptions of I/O was a gradual one, and as Pat sees it, it was only with the establishment of CSIOP in 1975 that I/O psychology in Canada became visible. When she was Chair of CSIOP, Pat notes that it was obvious that the section was becoming stronger and was demanding more of a voice in CPA. CSIOP wanted control over the conference program. Given the I/O program at this year's conference, I'd say they achieved their objective. Pat has seen an evolution over the past 10 – 15 years, such that CSIOP has grown and become better and better. Indeed, we have reason to be proud of our continuing and strengthening existence!

### **THE 25<sup>TH</sup> ANNIVERSARY OF THE I/O SECTION OF CPA: PAST CHAIRS REFLECT**

*Rick Hackett, Ph.D., McMaster University*

Convention delegates filled the room to capacity (standing room only) to hear Past Chairs reflect on the history of CSIOP, dating back a quarter century. Participating on the panel were Past-Chairs Gary Latham (1975; moderator), Vic Catano (1984-86), Pat Rowe (1978-80), Steve Cronshaw (1986-88), Suzanne Simpson (1991-92), Rick Hackett (1993-94), Joan Finegan (1996-97), Lorne Sulsky (1998-99) and outgoing Chair, Gary Johns (1999-2000).

One of the first subjects discussed during this symposium was the history of CSIOP. The very first I-O related paper presentation at a CPA convention was given by the venerable Gary Latham, on the topic of goal-setting, on June 15, 1975 in Windsor. While there was no I-O interest group at that time, there was a critical mass of individuals keenly interested in heightening the presence of I-O psychology throughout

Canada. Included among them were Ron Burke, Ken Grant, Robert Haccoun, Robert House, Lorne Kendall, and John Tivendell. Discontent over the lack of I-O related material on the 1975 CPA program, these individuals, under the leadership of Gary Latham, formed the first I-O interest group on June 18<sup>th</sup>, 1975.

The first priority of this group was to develop "a presence" with influence within CPA. No time was wasted in this pursuit, as the interests of the group were represented at the June 1975 meeting of the Applied Psychology Section. On June 20<sup>th</sup> the Section of Applied Psychology began their newsletter series, providing a communication vehicle for reaching out to others with interests in I-O psychology. Building membership in the I-O interest group was passionately pursued! Formal announcement of the I-O interest group took place on June 25, 1975, with Gary Latham as Chair. At about the same time, Lorne Kendall took-up Chair of the "Committee on Innovative Graduate Programs in Applied Psychology", providing a formal forum for encouraging the development and advancement of graduate I-O Psychology programs.

Strategies for growing the membership in the section included "leveraging connections" in mounting an aggressive telephone campaign. First, names and phone numbers of potential members had to be acquired. Enter Vance Mitchell and Mike McCarrey, adamant supporters of I-O psychology. Mike was then President of the Administrative Sciences Association of Canada (ASAC) and Vance was ASAC membership director. Through them, we had access to the ASAC membership list, from which we could solicit I-O Section membership. The challenge was how to reach them? As a newly formed interest group with a handful of members, there was no budget from which to draw to cover mailing or phone expenses. With the generosity of Bob Haccoun and his

employer, Bell Canada, this challenge was quickly overcome. The phone campaign was launched June 26, 1975. Ah...the benefit of having friends in "high places".

Another priority for the interest group was to ensure we had applied expertise in I-O represented on editorial boards of the Canadian Journal of Behavioural Science. In order to grow the stature and academic credibility of I-O psychology in the broader community of Canadian psychologists, it was important for us to publish our work in Canadian venues. As I-O psychology was little understood in Canada at the time, Len Slivinski, Bob Haccoun, Bob House and Rabi Kunungo spearheaded efforts to get people with an understanding of I-O onto the editorial board of CPA's flagship journal. These efforts were taking place a mere three weeks following the Windsor Convention. The foundation for a very successful CSIOP was being laid in very quick order.

The seeds of this foundation bore fruit in the 1976 CPA convention, where, for the first time, the I-O interest group was formally assigned space on the convention program. I-O coverage in the 1976 conference was noticeably much greater than the coverage we received only one year earlier, including a keynote presentation by "leadership guru" Fred Feidler.

Other issues discussed by panel members during the 'Past Chairs Reflect' symposium touched on the scientist-practitioner paradigm, graduate training in Business Schools versus psychology departments, our unique identity from American-based I-O psychology, as well as recent challenges to CSIOP.

Debate ensued on whether we are living true to the spirit of the science-practitioner model. On the positive side, CSIOP is very inclusive, attracting a critical mass of members from both practitioners and academics. This becomes apparent by

considering the balance of presentations and poster sessions from these two groups at recent CPA conferences, and by reviewing the list of individuals who have served as Chair of CSIOP, with many having been from the practitioner pool. But, are these two separate groups? Is the boundary between scientist-and practitioner becoming more seamless and permeable? The general sentiment is that we have made, and continue to make, significant strides to becoming true to the scientist-practitioner model. Graduates of our I-O programs interspersing their careers with academic and practitioner positions aid this. Academics converted to practitioners, practitioners converted to academics, serve to break down the artificial barriers between science and practice. Increasingly, science is informing practice, a point well articulated by Suzanne Simpson, President of the Human Resources Systems Group in Ottawa. Specifically, she points out that much of HR practice today is founded in the scientifically generated research of the behavioural sciences, including structured behavioural interviewing and 360-degree performance feedback systems. Gary Latham, in an earlier keynote presidential address, provided several examples of practice informing science.

Threats to the Canadian I-O community were also discussed. Joan Finegan commented that Business Schools pose a threat to I-O psychology programs, in that they are at a competitive advantage, given their salary structures, in attracting promising graduates of I-O psychology programs. This is compounded by the significant dearth of I-O psychology graduates currently on the market and the lure of much higher starting salaries from the private sector and U.S. schools. Canadian I-O Psychology programs are challenged to recruit sufficient numbers of high-quality people to meet their needs. Steven Cronshaw and I argued that Business Schools, rather than being a threat, could be a significant ally. An

example of this is the cooperation (e.g., student exchange) that has taken place between the I-O graduate program at Guelph and McMaster's Ph.D. program in HR. The Business curriculum has much to offer I-O graduate students, and the I-O curriculum has much to offer graduate students in business.

Vic Catano noted a broader threat. Specifically, that university education in Canada has been significantly and consistently under-funded since 1993, preventing us from offering starting salaries competitive with the private sector and U.S. schools. He noted that the problem is exacerbated by projections of large numbers of retirements from academia over the next ten years (about 20,000 of current 30,000 academic appointments will need replacements over the next ten years). Clearly, the challenge to Canadian I-O Psychology programs is to aggressively recruit and retain faculty, but they must also attempt to draw more people into the profession. A good start would be to ensure that I-O psychology becomes part of the undergraduate psychology curriculum at Canadian universities. Unfortunately, many university psychology programs provide no exposure of the field to their undergraduates, thereby restricting the pools of talent we can attract into graduate I-O programs. Many individuals with interest in management graduating from undergraduate psychology programs end up pursuing the MBA degree, totally unaware of the I-O psychology career option.

Pat Rowe was asked how she has managed to develop such a strong culture and close-knit network among students and graduates of Waterloo's I-O graduate program. She responded that Waterloo has made significant efforts to nurture communication. She had taken great care to develop a good group environment within the I-O program, one that breeds a "sense of belonging".

## 25<sup>th</sup> Anniversary Issue

Discussion turned to whether CSIOP has a unique Canadian identity, one separate from SIOP. The general consensus was "yes". It was argued that the "Canadian I-O community employs models and holds values specific to our context and culture. "The legal HR environment is less confrontational than it is in the U.S." "We hold different goals and different frameworks within which to achieve them." "We are a smaller community, allowing for the formation of stronger bonds". Gary Latham, observing that 6% of the CPA membership attend the annual conference, compared to 25% of the CSIOP membership, supported the notion of a strong and unique Canadian I-O identity. The timing of this discussion was appropriate, given the Canada Day celebrations occurring on the last day of the conference!

To conclude the session, Marjory Kerr asked the panel to summarize the advances and accomplishments of CSIOP over the past quarter century. The panel noted a number of things contributing to the stature and presence of I-O Psychology in Canada. These include, but are not limited to:

- Membership is at all-time highs (about 230), and well balanced between practitioners and academics;
- Two "special issues" of *Canadian Psychology* have been published, devoted entirely to I-O Psychology in Canada;
- Gary Latham, founding father of CSIOP, has been CPA President (1999-2000);
- Vic Catano is the Editor of *Canadian Psychology* (two terms);
- Consistently strong I-O program at CPA conventions, including keynote speakers and applied workshops;
- CSIOP frequently called upon by the media to comment on I-O issues;
- CSIOP frequently called upon by public and private sector organizations for I-O expertise.

We have come a long way since June 1975, when our founding members set out to establish a more visible profile for I-O psychology within and outside CPA. I now challenge you to build on this momentum!

### THANKS TO CSIOP CHAIRS FOR HELPING MAKE THE PAST 25 YEARS SUCCESSFUL!

1975-1976	Gary Latham
1976-1977	Gary Latham
1977-1978	Ken Grant
1978-1979	Patricia Rowe
1979-1980	Patricia Rowe
1980-1981	Michael McCarrey
1981-1982	Robert Haccoun
1982-1983	Paul Oeltjen
1983-1984	Tom Janz
1984-1985	Victor Catano
1985-1986	Victor Catano
1986-1987	Steven Cronshaw
1987-1988	Steven Cronshaw
1988-1989	Stephen Norman
1989-1990	Marc Berwald
1990-1991	Willi Wiesner
1991-1992	Suzanne Simpson
1992-1993	Durhane Wong-Reiger
1993-1994	Rick Hackett
1994-1995	Terry Prociuk
1995-1996	Theresa Kline
1996-1997	Joan Finegan
1997-1998	Brenda Tomini
1998-1999	Lorne Sulsky
1999-2000	Gary Johns
2000-2001	John Meyer

### CONTROVERSIAL CORNER: Thinking Outside the (Tool) Box, or, When All You Have is a Hammer...

*Chuck Evans, Jackson Leadership Systems Inc., and Brenda L. Kenyon, Centre for Psychological Services, University of Guelph*

A few years ago I (Chuck) was working with a client on a leadership development plan. As we reviewed his progress, I realized he had not completed any of the activities I had asked of him. This wasn't new: he hadn't

completed his homework last time, had cancelled our last two appointments, and had forgotten our scheduled conference call. The assessment had shown this man to be keen, hard-working, and highly motivated. He said he was interested in overcoming some of his leadership problems. Everyone who worked with him said he was motivated. But he constantly thwarted my efforts to help him develop as a leader. I was stumped.

I quickly hearkened back to my graduate school days and, drawing on my extensive/expensive IO training, reviewed my options. I could re-set challenging yet achievable goals; I could do a strategic job analysis and remove those elements within the job that were problematic; I could re-assess him in case I missed something; or, knowing he would thwart those efforts as well, I could go home.

On the way home, I reflected on my frustration with this client and realized that I was having the same experience that his colleagues reported in his 360-Degree Feedback. I was experiencing what they experienced on a regular basis because he was dealing with me as he dealt with all people: in a dismissive, passive-aggressive manner.

When I tried to talk to my wife, Brenda, about it later that evening, I was met with none of the compassionate understanding that I expect from a clinical psychologist, because she had had a frustrating session with a 45-year-old man with unexplained panic attacks who simply refused to stop talking about his work. She said she finally thought, "quit talking about being a geological assayer at Bre-X and tell me about your family of origin!" She too, had finally given up in frustration and gone home.

As we talked about our frustrations it occurred to us, not for the first time, that sometimes it would be helpful if we could

swap clients. It seems that Brenda's clients won't stop bringing work issues to therapy and my clients won't stop acting out their family dynamics at work. Unfortunately, as traditionally trained practitioners, we were ill-prepared to deal with issues outside our areas of training. This initiated a rather productive discussion between us.

Traditionally, professional programs in psychology (those graduate programs that prepare people to become practitioners) have carefully defined areas of expertise. They foster in their students a keen awareness of, and respect for, the limitations of their training. Each area of psychology provides students with a well-stocked tool box of skills to deal with the challenges that fall clearly within their practice area. This, of course, is appropriate because it is far beyond the scope of any graduate program to fully prepare a psychologist for practice in all areas of psychology. How confident would you be in the competence of an I/O-clinical-educational-community-sports-forensic-family therapy psychologist? It makes sense to maintain clear boundaries between the applied areas of our discipline.

In practice, however, this just doesn't work because people's problems simply refuse to stay within our clearly defined practice areas: They bring their work worries to therapy and their personality disorders to work. Thus, to be effective working with people, practitioners of psychology need more tools to deal with those pesky issues, like the alcoholic executive or the learning disabled manager, that weren't supposed to arise in their well-defined area of practice.

There are, of course, skills that are specific to each domain - such as job analysis to I/O and psychotherapy to clinical. But there are many skills that are fundamental to all areas of practice: effective communication, interviewing, dealing with resistance, and implementing behaviour change, are but a few. In addition, there is information that is

essential to have: knowledge of group behaviour, the role of organizational culture, interpersonal processes, and personality. Also, practitioners must be able to recognize the possibility of psychological disorders, substance abuse, and cognitive impairments, be prepared to explore the concerns with clients, and refer them for treatment, when appropriate. In other words, there are skills that are essential to all *good* practitioners, regardless of their area of practice.

At the CPA conference in Ottawa this past June, a paper session sparked considerable interest when presenters discussed the training shortcomings of graduate students entering into the area of corporate/consulting psychology. The discussion centred on the need for consulting psychologists to broaden their skills beyond their traditional graduate training in I/O. Specifically, concern was expressed about the lack of skills new graduates have relating to executives, effecting behaviour change, and dealing with difficult interpersonal problems. While we agree that these skills are not relevant to all I/O psychologists, we would suggest that they are critical to any aspect of I/O psychology that involves working closely with individuals to effect change.

There are a couple of ways to accomplish this. Perhaps university I/O psychology departments could offer continuing education courses. Or, skill-based workshops could be offered through CPA or CSIOP. The availability of such courses would encourage practitioners to continue to expand their skills, to re-stock their toolboxes, to become more effective practitioners of psychology. But until then, Brenda is reading about organizational culture and its effect on employee satisfaction; I am taking workshops on dealing with resistance and effecting behaviour change, and both of us are experiencing a lot less frustration at work these days.

## MAKING MONEY WITH AND FOR MEMBERS

*Jennifer A. Veitch, Revenue Generation Task Force Chair*

As you heard in the Winter 2000 issue of *Psynopsis*, the Revenue Generation Task Force (RGTF) has developed several ideas for raising funds for CPA without raising membership dues. At its April meeting, the Board of Directors voted in favour of three motions brought forward from the RGTF. I am very pleased that the decisions taken in April fulfil the objectives we set out in the initial RGTF discussions. Two of them are exciting opportunities for CPA to extend its reach using the Internet to promote psychology and to educate both the public and other psychologists about psychology. Not only do we expect that they would generate revenue, but they advance CPA's mission as well. The third activity creates a suitable, ongoing review mechanism for considering whether or not CPA should endorse various products or services.

The three activities that the Board initiated are:

- A one-year trial relationship with hr.com, an Internet company that provides information and services to human resources professionals and to small- and medium-sized companies. In exchange for links to the CPA WWW site, CPA will undertake to provide hr.com with educational content related to psychology (for a modest payment to the content writer). CSIOP is the section with the greatest overlap with the needs of hr.com (Clinical and Counseling also are likely sources of content). There is potential to extend the relationship in the future to promote other CPA services and products through the hr.com site.

Gary Latham, John Service (CPA Executive Director) and I met with members of the CSIOP Executive in Ottawa to discuss this proposal and its implications. Several important details

## 25<sup>th</sup> Anniversary Issue

remain to be worked out, particularly to ensure quality control of the content we provide. One model (which I personally favour) would see a member of CSIOP serve as co-ordinator, identifying areas where hr.com's content need is greatest, and linking hr.com with a member (or a student) who could write a short article summarizing the state-of-the-art on a particular topic (e.g., selection interviews; performance appraisal, etc.). A suitable, non-bureaucratic, review mechanism would also be needed.

- A trial arrangement to offer on-line continuing education courses through Captus Press. CPA, in consultation with Captus, will choose topics and will select a course developer (who will be paid for their contribution). Captus will develop the on-line delivery together with the course developer, and will offer the course through its secure server. The first course will to be on ethics, based on the forthcoming new *Canadian Code of Ethics for Psychologists*. The Board has created a mechanism for individuals or sections to submit proposals for future course offerings through the Education and Training Committee (chaired this year by our President-Elect, Dr. Bill Melnyk).
- A procedure for evaluating proposed product or service+ endorsements. The Board created a standing committee consisting of the area leaders in Science, Practice, and Education, and the Chair of the Ethics Committee. The non-voting chair of the committee is the Executive Director. Proposals for endorsements (of which two or three have been discussed by the RGTF) would go first to this committee for review, much as manuscripts go first to reviewers before an editor decides on its publication (or not). The committee would then forward recommendations about the proposal to the Board for decision.

A fourth possibility for revenue generation, the creation of a contract research activity (to bring together potential clients with applied researchers, and to provide administrative and contract management services) was discussed at the June Board meetings in Ottawa. A task force was struck to study this proposal specifically and to make further recommendations to the Board.

If you have comments or questions about revenue generation, or ideas or opinions concerning these issues, please contact me at [jennifer.veitch@nrc.ca](mailto:jennifer.veitch@nrc.ca), or call (613)-993-9671.

### NOMINATIONS FOR CPA FELLOWS

CSIOP is always happy to support strong nominations for CPA fellowship. Please send any such nominations to John Meyer via email at [meyer@julian.uwo.ca](mailto:meyer@julian.uwo.ca).

Current CSIOP members who are CPA Fellows include:

Gilles Boulais  
Brian Earn  
Rick Hackett  
Gary Latham  
John Meyer  
Carole Sinclair

Vic Catano  
Allen Etcovitch  
Gary Johns  
Danielle Melanson  
Pat Rowe



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Note: The articles in this newsletter do not necessarily reflect the opinion of the Canadian Society for Industrial and Organizational Psychology.

18-1-2008 COOP KENNETH

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