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Le regroupement canadien des psychologues industriels et organisationnels
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NEWSLETTER

The Industrial-Organizational Section of the Canadian Psychological Association

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COMMENTS FROM THE CHAIR

John Meyer, The University of Western Ontario

The CSIOP executive held its annual Long Range Planning Meeting (LRPM) on March 10, 2001 in London, Ontario. This meeting provides an opportunity for members of the executive to report on their activities and to identify "action items" for the upcoming year. We will be reporting on these

activities at the Annual Business Meeting at the CPA convention in Quebec City. Speaking of the convention, as you'll discover in this newsletter, we have a very full program this year. Submission rates were very high and that created some unavoidable conflicts in scheduling. You might find yourself having to make some difficult choices about what to attend – one of the downsides of success! I want to thank Shaun Newsome for the hard work he put into organizing the program for us. Thanks also to Peter Hausdorf for coordinating the pre-convention workshop to be held on June 20 (see inside for more details).

An underlying theme in much of our discussion at the LRPM concerned the current state, and the future, of I/O psychology in Canada. The tone of the discussion reflected a genuine pride in what we do combined with frustration that our contributions are not as well recognized as they should be, both in the broader discipline of psychology and in the business community. We discussed ways in which we might increase our visibility, and will be working toward this end over the next few years. As I thought about our discussion, it struck me that to be

suggestions for how applied professionals might acquire some of the skills that would allow them to traverse the boundaries (e.g., continuing education workshops). Interestingly, Robert Levéillé (September 2000) seems to disagree and suggests that the skill set that an I/O psychologist needs to "sell" the technologies that can help organizations be effective, are very different than those required by clinical psychologists. He calls for a clear separation of the two.

It is clear that there are conflicting views about what I/O psychologists should be, and should be doing. I am reminded of something I learned from my brief foray into the conflict management literature years ago: conflict reflects caring. Although conflict has the potential to be destructive, it can also energize action toward positive change. The authors of the Controversial Corner pieces offered some constructive suggestions to address the concerns they raised. Reading all of these pieces together served to highlight for me the diversity within I/O psychology. It also made it apparent that the breadth of knowledge and skills that we might ideally like to see in "the complete I/O psychologist" is much greater than any one of us is likely to develop in our careers (let alone in graduate school). Therefore, we need to develop an appreciation for this diversity and work together to achieve our common goals.

There is value in pure and applied research, even if it takes a long time to come to a consensus on "the truth" (i.e., until the definitive meta-analysis is published). This research will not help us solve problems today, but will provide confidence in the principles we apply to solve problems down the road. In the meantime, the principles we have already established can be used to address today's problems. If the problems themselves are new or unique, practitioners will have to do the best they can in applying existing principles and developing guiding

models. There is value in being creative in the application of imperfect knowledge to solve immediate problems. In the meantime, it is essential that scientists and practitioners keep each other informed about what we know and what we need to know. There is value in communicating the needs and contributions of one group in a way that can be understood by another. We need individuals who are literate in both the science and practice of I/O psychology, even if they are not major contributors to either. In sum, there is value in diversity of knowledge and skill when the solution to complex problems requires more of both than any one group can hope to possess. That sounds like I/O psychology to me!

See you in Quebec City!

CSIOP PROGRAM at CPA

Shaun Newsome, Ph.D., Program Chair

Here's a glimpse of the CSIOP activities planned for the CPA convention.

Thursday, June 21

- | | |
|---------------|--|
| 11:00 – 12:55 | Confronting the challenge of linking theory to practice (Schepmyer, Johns, Fassina, Heslin & Klehe) |
| 11:30 – 12:55 | Work arrangements & work-family conflict (Rooney) |
| 1:30 – 1:55 | Research on work absenteeism (Johns) |
| 2:00 – 2:55 | The relationship between leadership styles & personality factors in small operational teams (Leveille) |
| 3:00 - 4:55 | Violence en milieu de travail, un phénomène à regarder de plus près (Simard) |
| 4:00 – 4:55 | Managing organizational justice: The round-trip between theory and practice (Greenberg) |

Parts of La Citadelle date from 1693 (La redoute du Cap-aux-Diamants) and the building where we will hold our social evening was built in 1872 to house a former Governor General of Canada (Lord Dufferin) whenever he travelled to Quebec.

Our social evening will start at 1900 hours (7 p.m. in civilian terminology) and finish around 2200. As with previous years, it will offer a calm, relaxed atmosphere in which to get to know the members of our two sections and a chance to catch up on what has been happening with each other. Previous years have seen us socialize at the Cartier Drill Hall in Ottawa and on Her Majesty's Canadian Corvette in Halifax Harbour. Your only cost for the evening is whatever libation you choose. Finger foods will be available.

La Citadelle is only a few minutes away from the Plains of Abraham and at the edge of the historic quarter of Vieux Quebec. Its a lovely area to wander around before or after you join your I/O and Military Psychology friends.

Please plan to come out and join us! Remember, this is the ceremonial home of a highly decorated regiment that has been in existence since 1914, the famous Vandoos (a nickname of vingt deuxieme). Because of the museum quality of their buildings, they ask that we refrain from wearing jeans, t-shirts, shorts or halter tops.

MEMBERSHIP REPORT

Arla L. Day

The new directories are here (or almost here)!

As I write this column, I am putting the final touches on the 2001/2002 Membership Directory. If you haven't received your copy already, you should receive it in the next few days. If any of your information has changed, I have included a "Change of

Address & Information Form" at the end of the directory. You can e-mail, mail, or fax this form directly to me.

We have seen a steady growth in new members over the past few years, but we continue to lose several current members each year. If you know of someone who has let their membership lapse, please encourage them to renew (or ask them to let us know their reasons for letting the membership lapse). We want to ensure we are providing quality services to our members. Also, it is important for them to get involved to allow I/O psychology to have a voice in Canada!

STUDENT NEWS

David Stanley, Univ. of Western Ontario

The CPA conference is just around the corner, so it's time to start thinking about what you want to do while you're there. Hopefully, we will all be able to meet at the Friday evening I/O and military social event. If sufficient interest exists, however, I would like to organize two specifically student events.

First, I'd like to organize a student social outing. As I/O students we typically get to know only the I/O students at our own institution. Consequently, I thought it would be a good idea for all of us to get to know our peers from other areas of the country. I'll provide more information about a Thursday evening social hour shortly before the conference!

Second, I would like to organize a mentor lunch to provide an opportunity for students to learn a bit more about the academic or consulting world from an experienced voice. If you are interested in this event, please contact me via email and specify if you are interested in learning about the academic world or the consulting world.

Entrants must provide a letter from a faculty member certifying that the paper was written by a student. Entrants should submit four copies of an article-length paper. The name of the author(s) should appear only on the title page of the paper. The title page should also show the authors' affiliations, mailing addresses, and telephone numbers. Papers are limited to 12 double-spaced pages, including title page, abstract, tables, figures, notes, and references. Papers should be prepared according to the current edition of the Publication Manual of the American Psychological Association.

Entries (accompanied by letters from the faculty members) must be received by May 28, 2001. Winning papers will be announced at the Conference in Quebec City. Entries should be submitted to:
Sheila Simsarian Webber, Ph.D.
Concordia University,
1455 deMaisonneuve W. (GM 503-11)
Montreal, Quebec, CANADA H3G 1M8.

CONTROVERSIAL CORNER

Doing A 180° on 360° Feedback

Liane Davey, Ph.D., Watson Wyatt Worldwide

In the Chair's comments of the previous edition, Dr. John Meyer noted that one of the most important factors in successfully navigating change in organizations today is to communicate, communicate, communicate. (Anyone with a voice mail or e-mail inbox as full as mine might wish communication wasn't quite so important). Although there are many types of communication that are associated with individual and organizational success, one of the most important is performance feedback.

Performance feedback allows employees to understand their strengths, challenges, and opportunities for development. It allows organizations to ensure that they are getting

their money's worth from the ever-increasing payroll. Feedback also allows a manager to clarify expectations and to align the employee's behaviours with the business strategy. And through 360° feedback, it provides an opportunity for peers and subordinates to comment on an incumbent's performance from a different perspective.

Although it is seldom pleasant to receive, some of the constructive criticism I have received from my colleagues has been the most valuable source of performance improvements. Not only do my colleagues often have more experience with the job I am doing than does my boss, but they usually have more experience dealing with me on a daily basis. The combined effect is that I get candid, constructive, and current advice.

O.K. ... so where's the controversy in that? Well, it stems from a research study that was conducted at Watson Wyatt called the Human Capital Index Study. In this research, Watson Wyatt collected data on about 75 "human capital practices" from 400 publicly-traded organizations throughout North America. The practices included everything from recruiting, rewards, and work climate to training, communication, and 360° feedback. In addition to asking about HR practices at the participating companies, we collected data on their financial success including Tobin's Q and 3- and 5-year total return to shareholders.

What Watson Wyatt was looking for was evidence that human capital practices are valuable contributors to the bottom-line—just like R&D or advertising. And that was exactly what we found. In the cross-sectional study, we found that organizations who scored 1 standard deviation higher on each of four weighted composites (Recruiting Excellence, Clear Rewards and Accountability, Collegial Flexible Workplace, and Communications Integrity) had up to

glad to have more I/O people in the Maritimes!

Ramona Bobocel is finishing up her sabbatical at the Fuqua School of Business at Duke University, Durham, North Carolina, where she has been collaborating with Dr. Allan Lind. She spent the first four months of her sabbatical in the Social Psychology Department at Free University, Amsterdam collaborating on justice research with Dr. Kees van den Bos.

Stuff that has happened

The CSIOP executive met in London in March. It was extremely productive and entertaining... I mean educational. John has reported the details in the chair's column.

Hope to see you all in Quebec City! If you have news to share with us, please e-mail me at Arla.Day@StMarys.ca.

WHAT'S GOING ON... IN SCIENCE Obsessive or Harmonious Passion: On their Relationship to Psychological Adjustment at Work.

Houliort, N.¹, Blanchard, C.², & Vallerand, R. J.³, Department of Psychology, McGill University¹, University of Ottawa², Université du Québec à Montréal³

Can an employee develop a passion towards work? Although passion has mostly been studied in the context of interpersonal relationships (e.g., Hatfield & Walster, 1978), a new perspective allowed us to test this question. Indeed, Vallerand, Blanchard, Koestner, and Gagné (1997) defined passion as "a strong inclination towards an activity (or an object) that we like, that is important to us, and on which we spend a significant amount of time". It is furthermore suggested that two distinct types of passion exist, namely, obsessive and harmonious passion. The first is thought to overwhelm the individual. People with an obsessive passion take part in their passionate activity

because they feel compelled to do so. An obsessive passion overrides everything, generates various conflicts in other spheres of activity, and thus should lead to negative outcomes. However, a passion can also be harmonious, meaning that the individual freely chooses to participate in an activity because he *likes it*, not because he feels he should participate in it. Accordingly, this type of passionate activity is in harmony with the individual's other spheres of activity and should lead to more positive outcomes.

Research embedded in the Self-Determination Theory framework (SDT- Deci & Ryan, 1985) revealed that satisfaction of three psychological needs, namely, the needs for competence (mastery of our environment), relatedness (to be close, loved and to love) and autonomy (to self-organize experience and behavior and to have the activity be concordant with one's integrated sense of self) are essential for ongoing subjective well-being. Indeed, research showed that satisfaction of these basic needs was related to greater well-being (Baard, Deci, & Ryan, 2000).

Accordingly we hypothesized that a harmonious passion would lead to need satisfaction, which in turn would be positively related to a psychological adjustment at work, which would lead to psychological adjustment in general. In contrast, we anticipated a negative relationship between obsessive passion and need satisfaction. To test these hypotheses, 97 employees from three different companies completed two questionnaires at four month intervals. Results showed that having an harmonious passion at Time 1 was related to need satisfaction at Time 1. The latter was positively related to psychological adjustment at work at Time 2, which in turn was positively related to psychological adjustment in general at Time 2. Although no significant relationship between obsessive passion and need satisfaction was found, our results revealed

transaction steps, attain superior performances on financial and productivity levels. In order to show the numerous interventions that can support investors/leaders in the success of their mandate, I will divide them into two distinct phases: the pre-transaction evaluation phase and the post-transaction integration phase.

The pre-transaction evaluation

Nearly 40% of a company's value is not reflected in its financial statements. Therefore, how can we be reassured about a transaction's value or degree of risk? Our expertise in the field of industrial psychology has allowed us to identify and appreciate the major risk factors that limit financial returns on investments. The following major elements are most at risk:

1. The skills, capabilities and dynamism of the management team.
2. The fit of the values and culture between the companies or with the investor.
3. The efficiency of the organizational structure in place, the coherence and clarity of everyone's roles and the assignment of responsibilities according to the demonstrated skills.
4. The ability to retain key personnel.
5. The openness or resistance of former "owners/leaders".

Taking an "X-ray" of the following elements is an approach to ensuring quality. This approach is certainly not aimed at stopping the transaction, but rather at allowing the investor or buyer to make a well-informed decision. Moreover, this detailed portrait of the targeted company can also be used to prepare for a successful transaction. Some of our clients even say that this appraisal was useful to them as a negotiating tool for an even more advantageous transaction.

The post-transaction integration

Once the deal is settled, you must learn how to live with your new partner. Although the pre-transaction evaluation will allow you to speed up the "getting to know each other" phase and the synergy, this transition period still causes turbulence, particularly at the human level. A successful integration consists of a quick joining of efforts between the two companies in order to minimize profitability losses and to rapidly benefit from strategic advantages expected from the merger or acquisition. This integration will not be possible without considering the human factors that drive it. Although each merger or acquisition comes with its own particularities, we recommend a certain intervention approach that may be adapted to each context. Generally, we recommend the following six steps:

1. Specify or clarify the strategic objectives and expectations related to the merger, acquisition or investment.
2. Perform a diagnosis of the conditions for success, considering the extent of the changes involved at the cultural and value level, as well as the organizational structure and key personnel.
3. Form an integration committee immediately in order to establish and apply the integration plan.
4. Design a communication plan for all employees and act upon it in order to generate a common vision and establish a climate of trust and motivation.
5. Integrate strategies to reinforce fundamental key values and secure organizational cultures. It is important to note that culture is a factor that plays a significant role in aligning everybody's efforts towards achieving results as well as allowing cohesion and efficiency in business approaches.
6. Apply the integration plan and re-evaluate progress on a regular basis in order to rapidly make adjustments if necessary.

application pertained to her work experience. Ms. Oster believed she had ample experience both as a cook (through a degree at the Vancouver Community College) and as a deckhand (through training courses and working on fishing vessels). However, the respondent believed Ms. Oster to be unqualified for the position. As evidence of the complainant's inexperience, it was argued that she was not able to tie basic seamen's knots. International Longshoremen's informed the tribunal that the job of deckhand required being "physically fit and having physical strength". Furthermore, it was dangerous to occupy this position if one had no experience: "it is a high-risk industry, which involves accidents such as being crushed between barges. [The Company] did not like to get inexperienced personnel because they are unfamiliar with the dangers involved". Since there are only five crewmembers on a ship, it is not possible to have inexperienced people aboard. "There are no spare people aboard a vessel. If a person cannot do the work, they are putting themselves and the other crew members in danger."

The counter-evidence given by the respondent was effective in proving that Ms. Oster's candidature was not dismissed because of gender discrimination. As a result of the respondent's testimonies it was clear that Ms. Oster's lack of relevant work experience as a cook/deckhand was the obstacle that prevented her from being hired by the respondent. Furthermore, Ms. Oster filed her complaint 39 months after the alleged discriminatory event. Therefore, the complainant's attempt at establishing evidence of *prima facie* discrimination was not accepted by the tribunal.

C. The Law:

Ms. Oster's case against International Longshoremen's was analyzed under Section 9 of the Canadian Human Rights Act.

Section 9

- (1) It is a discriminatory practice for an employee organization on a prohibited ground of discrimination
- (a) to exclude an individual from full membership in the organization;
 - (b) to expel or suspend a member of the organization; or
 - (c) to limit, segregate, classify or otherwise act in relation to an individual in a way that would deprive the individual of employment opportunities, or limit employment opportunities or otherwise adversely affect the status of the individual, where the individual is a member of the organization or where any of the obligations of the organization pursuant to a collective agreement relate to the individual.

D. The Decision:

Since Ms. Oster lacked the required skills to be hired for the position, and because she filed the complaint after so much time had passed, the defendant was not found guilty of discrimination on the basis of gender. Thus, Ms. Oster was not compensated on the grounds of Section 9 of the Canadian Human Rights Act. She was, however, granted \$3,000 as a compensation for the humiliation she suffered when she applied for the position for cook/deckhand.

E. Our View:

Ms. Oster's case is interesting as it shows that the time factor played an important role in the Judge's decision. Indeed, the plaintiff waited almost four years before claiming that International Longshoremen's had discriminated against her on the basis of gender.

REFERENCES

Additional information about the case and the Canadian Human Rights Act can be found at: Canadian Human Rights Tribunal; <http://www.chrt-tcdp.gc.ca/english/index.htm>



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