

TIP

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Advertising:

Advertising in **TIP** may be purchased from the Business Manager. For details, see the last page.

Positions Available:

Advertising for positions available may be purchased from the Business Manager at a charge of \$30 per position.

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AN OFFER TO SUPPORT RESEARCH

This invitation is open to colleagues in academia, industry, government, or ?. The aim is to improve measured productivity and the quality of working life through survey feedback, coaching, and training.

Background

My **Survey of Management Practices (SMP)** and **Survey of Sales Relations (SSR)** discriminate between high and low performers when assessed by attainment of administrative goals, factory production, or sales. Survey assessments are by selves, superiors, subordinates, customers, or prospects as appropriate.

We have also shown that the quality of working life as measured by the **Survey of Group Motivation and Morale**, is heavily dependent on managerial skills as measured by the **Survey of Management Practices**.

And, we have demonstrated that managers' profiles, can be raised significantly in as short a time as five weeks.

The **Survey of Management Practices** assesses skills such as **Clarification of goals, Coaching, Control**, etc. and interpersonal relations such as **Teambuilding**, (fifteen dimensions). The **Survey of Group Motivation and Morale** assesses attitudes toward the organization, one's work-mates, and the work (eight dimensions). Both have been translated into French, German, Italian, Polish, Portuguese, and Spanish.

The **Survey of Sales Relations** assesses **Professionalism, Identification of needs, Presenting benefits, Asking for the order**, etc. (ten dimensions). It is adapted for insurance, financial services, technical service organizations, etc.

I have also developed a six-module management training program based on research with the surveys. It utilizes hands-on drills, role play modeling, and on-the-job exercises.

The Research Objective

The goal is to tie the ends together: to show that not only do the surveys discriminate and help produce perceived change; but that we can improve concrete measures of productivity and the quality of working life through an integrated program of individual and group feedback, coaching, and training.

I will support experiments involving experimental and control groups, with objective measures made before and after treatment. Performance measures may be sales, administrative, production, or any other concrete assessments. If sales or service, we can use both the management (SMP) and relations (SSR) instruments to treat the entire system from the customer to top functional management. We have had good results at both levels.

The Offer

I will provide at least partial support in the form of materials, data processing, etc. as needed. If your situation is purely academic, as for a graduate thesis, you can count on full support. If you are in an organization or are a consultant, let's talk. Please call or write for supporting data.

Clark L. Wilson, Ph.D.
Fellow, Division 14

Box 471
New Canaan, CT 06840
Tel. 203-966-3018

ANNOUNCING the FIRST ANNUAL PRE-CONVENTION INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY DOCTORAL STUDENT CONSORTIUM

Thursday, August 21, 1986

On the day before the start of the annual APA convention in Washington, DC, the Society (Division 14) will sponsor its first Doctoral Student Consortium. The Consortium is intended for advanced graduate students in I/O Psychology who have completed most of their doctoral course-work.

A full schedule is planned. The day will begin with a continental breakfast and keynote address. Both the morning and afternoon will have two concurrent 2½ hour sessions and lunch will be accompanied by a featured speaker. The day will conclude with a no-host (cash bar) social hour. The four longer sessions will each feature one or two leading experts presenting the current status of their field with an emphasis on research needs.

There is a \$15.00 registration fee which covers all the costs for the day including breakfast, lunch and the social hour (except the bar).

The slate of presenters has not been finalized (as of press time) but we can tell you that the Society's President, Irv Goldstein, has generously agreed to give the breakfast keynote address.

....STUDENTS....It's not too early to register now! Or at least begin making plans to attend.

....FACULTY....Begin now encouraging your students to attend!

In order to register, the student should send:

..your name and mailing address

..a faculty signature attesting to your status as an advanced doctoral student

..\$15.00 registration fee (please do not send cash)

Send to:

Dr. Ralph A. Alexander
I/O Doctoral Student Consortium
Department of Psychology
The University of Akron
Akron, OH 44325

REMEMBER!!!! ONLY YOU CAN MAKE THIS A SUCCESS!!!!

TIP

The Industrial-
Organizational
Psychologist

Vol. 23/No. 2

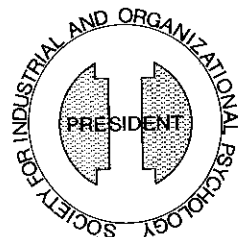
February, 1986

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A Message From Your President

Irv Goldstein
February, 1986

Being president of the Society is both an educational and an eye-opening experience. A large number of wonderful items cross my desk and telephone every day. The items tell a story of a healthy functioning organization that is representing Industrial and Organizational Psychology to both its own members and to the public at large. The events and people in the events also tell a story about a large number of Society members who have given their time and effort in order to represent us and make sure that our voices are heard. I can't describe all the events, but I will present a few examples. I am going to purposely choose some events which have implications for the science of our discipline as well as its practice.

As many of you know, there has been considerable public controversy about whether the *Uniform Guidelines* will be modified or changed. By the time you read this article that decision may have been made. One of the most interesting aspects of the intense negotiations regarding the guidelines has been the degree to which all interested parties have been concerned about the revision of the *Division 14 Principles*. Everyone, from government officials to lawyers to psychologists, wants to know what our revision will say because they recognize that our *Principles* will be a significant document for research and practice. That is a real tribute to the many persons in our field who have produced research and theory in this area. It is also a tribute to the fine job that many division members and committees did in developing the original *Principles*. Our present committee led by Neal Schmitt (Chair), Bill Owens (Co-Chair), Bob Guion and Mary Tenopir are now completing a draft which will be made available for comments to all interested members. This is an exciting process which has implications for both the science and practice of Industrial-Organizational Psychology.

Another interesting event which has implications for the practice of our discipline was a phone call from Dr. Mikesell, President of the District of Columbia Psychological Association. He was preparing to testify on the licensing bill in the District of Columbia and wanted to check on our Society's viewpoints. The number of society committee hours that eventually led to anyone making a call to us about our views about licensing are almost impossible to estimate. Our committee on Professional

Affairs (this year chaired by Manny London) has spent countless hours working with the American Psychological Association Board of Professional Affairs discussing our needs and concerns about licensing. Bill Howell and his committee have set up a state network to obtain information about what is happening in each of the states and also to distribute information about our concerns. All of these events and many other occurrences which I don't have room to mention sensitized individuals about our needs which resulted in a phone call which asked for our opinion. We thank Dr. Mikesell and Dr. Ginsberg of the Board of Professional Affairs. Hopefully, there will be many more such calls about issues of concern to us.

Another interesting event occurred when we were contacted by Dr. Masao Baba who is one of the founding members of the Japanese Association of Industrial and Organizational Psychology. He wanted to tell us I/O Psychology was being formalized in Japan. Its very first meeting was on November 15, 1985. As a way of expressing our support, we sent copies of a recent edition of *TIP* to the meeting for each of the attending members. That seemed very appropriate because Dr. Baba said he learned of our interest in furthering international relations in a recent edition of *TIP*. Give more credit to Paul Muchinsky and the hard working group which gives us visibility with a professional product. Also thank all the previous editors of *TIP* who provided the foundation for each new editor.

I didn't want to begin this editorial with the next two events since I have mentioned them before, but I do want to finish this column with them. Our first annual meeting which will occur soon has already increased the visibility of our society. I am continually receiving calls from persons who want to know about SIOP and from persons who want to attend. We have actually felt the need for a press guide book, which thankfully the American Psychological Association was able to provide for us. The meeting program is creative and interesting both for the science and practice of Industrial-Organizational Psychology. Think of the efforts of Stan Silverman, Ben Schneider, Ron Johnson, Rich Klimoski, Bill Macey, Ken Wexley and all the committee members which will permit this event to happen. Who can imagine what implications the meeting will have for the further developments of our field. Add to that the expectations as our Society gets ready to publish the first book in the *Frontiers Series*. Our series editor, Ray Katzell is all excited about the product as is Tim Hall, editor of this first volume on *Careers in Organizations*. We look forward to Jossey-Bass's advertising campaign announcing publication. Until then, you can learn more about the first volume by reading Ben Schneider's article elsewhere in this edition of *TIP*.

Events and people! They make SIOP what it is. Participating in it is an exhilarating and wonderful experience.

Society For Industrial and Organizational Psychology 1st Annual Conference

Chicago
April 9-11, 1986

Our first annual conference is around the corner and things are really getting exciting. The various committees have been working hard to make the first conference a significant and innovative event for our society. In this issue of **TIP** you will find registration materials for the conference itself as well as the workshops.

Rich Klimoski and the program committee have put their finishing touches on the program. You can see the program summary put together by Rich in this issue of **TIP** also. Because of a multiple-tracking, I am sure you will find it difficult to decide which session to attend because you will want to be at several at one time.

The workshops, chaired by Ken Wexley, will be conducted on April 9th and they will all be half-day workshops, therefore, each participant can attend two workshops. The conference program itself is scheduled for April 10-11 and will run both days from approximately 8:30-5:30. Workshop day on the 9th will have six workshops that will be repeated in both the morning and the afternoon.

All meetings and workshops will be held at the Chicago Marriott-Downtown. Enclosed you will find a registration form for the hotel—cut it out of the booklet and send it directly to the hotel. The room rates are as follows:

Single Occupancy: \$89
Double Occupancy: \$102.

Please remember the following when registering:

Conference registration form—send to Ron Johnson

Workshop registration form—send to Ron Johnson

Hotel registration form—send to Chicago Marriott Hotel

Once you send your forms in, you will hear back from Ron Johnson regarding the status of your workshop and conference registration and from the hotel regarding your room confirmation.

We are all very excited about our first annual conference. Please help us out and register early! In the meantime, if you have any questions, give me a call at (216) 375-7713.

See you in Chicago!!

Registration Materials Registration Instructions

- You must complete BOTH conference and workshop registration forms if you wish to attend both.
 - You may pay for conference and workshop registration with one check. (Please total correctly!)
 - Please observe the advance registration deadline—February 21, 1986 postmark.
 - Your conference badge will include a registration receipt.
- Direct all registration questions to:

Ron Johnson
Pamplin 110
Virginia Tech
Blacksburg, VA 24061
(703) 961-6152
951-2676 (home)

REGISTER TODAY!

ADVANCE CONFERENCE REGISTRATION FORM Society for Industrial and Organizational Psychology 1st Annual Conference

TYPE OR PRINT, PLEASE

Full Name _____
Last First Initial
Preferred (for Badge) First Name _____
Institution/ Organization _____
Mailing Address _____
City _____ State _____ Zip _____

Check appropriate registration category:

*Society member ____ (\$45) includes luncheon *Non-member ____ (\$60) includes luncheon
Student ____ (\$25) includes luncheon

MAIL TO: RON JOHNSON

SIOP CONFERENCE REGISTRATION
PAMPLIN 110, VIRGINIA TECH,
BLACKSBURG, VA 24061

*AFTER FEBRUARY 21, REGISTRATION
FEE INCREASES BY \$15.

—MAKE CHECK PAYABLE TO SIOP—

DEADLINE: FEBRUARY 21, 1986 POSTMARK.

AIRLINE INFORMATION

The Society of Industrial and Organizational Psychology is pleased to announce that United Airlines has been selected as the official airline for the first annual conference. Special arrangements have been made to provide conference attendees with a 35% discount from normal Coach fare (Y). Here are the details on these special air fares;

Reservations may be made only through United Airlines 800 number (800-521-4041). You may receive assistance at this number from 8:30 A.M. to 8:00 P.M. (EST) 7 days a week.

You should reference account number 624K when calling.

Permitted round trip travel dates to Chicago are April 7-13, 1986.

This special fare requires NO advance purchase.

Tickets purchased at this fare and subsequently changed or refunded will be assessed no penalty charge.

If you qualify for a lower United promotional fare than this special fare, the lower priced fare will be used.

You may purchase your ticket directly from United. You may also purchase your ticket through an authorized travel agency. If you do so, however, your travel agent must call United's convention desk.

GETTING TO THE MARRIOTT

The Chicago Marriott Downtown is at North Michigan and Ohio (540 North Michigan Ave.). The telephone number is 312-836-0100.

If you are driving, you can take I90 to the Ohio Street exit (just north of the downtown area). Go east on Ohio Street until you reach the hotel.

The best way to reach the hotel from the airport is to take an airport bus. The cost is \$6.75.

The subway goes directly from the airport to downtown Chicago. The subway entrance is on the lower level of the airport B terminal. Take the subway to the Washington Street & Dearborn station. It should take about one-half hour. The cost of the subway is \$1.00. From the subway, you can walk east to Michigan Ave. (4 blocks), then north to the Hotel (about another 7 blocks). You can also take a cab.

WORKSHOP REGISTRATION MATERIALS WORKSHOP SCHEDULE Wednesday, April 9, 1986

Registration	8:15 a.m.- 9:00 a.m.
Morning Sessions	9:00 a.m.-12:30 p.m.
Lunch	12:30 p.m.- 1:30 p.m.
Afternoon Sessions	1:30 p.m.- 5:00 p.m.
Reception	5:30 p.m.- 7:30 p.m.
Section I	Assessment Centers: Life and Growth after Implementation Virginia Boehm and Dick Ritchie
Section II	Performance Appraisal in Organizations Richard Beatty and Craig Schneier
Section III	Implementing Research-Based Solutions to Organizational Problems Saul Gellerman and David Sirota
Section IV	Utility Analysis for Practitioners Frank Schmidt and John Rauschenberger
Section V	EEO: An Update and an Examination of Issues Wayne Cascio and Sheldon Zedeck
Section VI	Compensation, Job Evaluation, and Comparable Worth Richard Arvey

Cornell Prof Records a Sizzling 128% Return Rate!

Larry Williams, a professor in the OB group at Cornell, recently set the scientific community on its ear. Dr. Williams developed a three-page survey on job conditions which he mailed to a sample of secretaries at his university. The recipients found the questions so stimulating they photocopied the survey and gave the additional copies to their associates. Dr. Williams was blessed with receiving 28% more questionnaires than he sent out, thus suffering a unique malady among survey researchers, the swollen N problem. While he asked the Statistics Department for suggestions and help when N exceeds the sample size, he has yet to receive a reply.

WORKSHOP REGISTRATION

NAME (Please Print) _____

ORGANIZATION _____

MAILING ADDRESS _____

PHONE () _____ EXT. _____

APA DIVISION MEMBERSHIP(S) _____

A Note to Registrants:

Workshops have been designed as half-day workshops. Based upon your choices you will be assigned to two half-day workshops.

Section No. _____

My first choice: _____

My second choice: _____

My third choice: _____

My fourth choice: _____

My fifth choice: _____

Registration is on a first-come, first-serve basis. All workshops will be limited to 25 participants.

\$135—Division 14 Members and Student Affiliates

\$175—APA Members

\$210—Non-APA, Non-Division 14 Members

Fee includes: All registration materials, lunch, social hour. Additional tickets for social hour are \$10 per guest.

Please make check or money order payable in U.S. currency to: SIOP

Mail form and registration fees to:

Ron Johnson

SIOP Conference Registration

110 Pamplin Hall

Virginia Tech

Blacksburg, VA 24061

Mail To:

THE CHICAGO MARRIOTT HOTEL

540 North Michigan Avenue

Chicago, Illinois 60611

(312) 836-6128

**SOCIETY FOR INDUSTRIAL AND
ORGANIZATIONAL PSYCHOLOGY
1st Annual Conference
April 9-11, 1986**

Please reserve _____ room(s) for _____ person(s).

Name _____

Address _____

City _____ State _____ Zip _____

Organization/Firm _____

Will arrive on _____ (day) _____ (date) _____ (time)

Will depart on _____ (day) _____ (date) _____ (time)

Name of 2nd Occupant _____

Reservations held until 6 p.m. local time. To hold reservations beyond 6 p.m. please indicate that room is to be held on a company guaranteed payment basis for late arrival or please forward deposit to cover first night. NOTE: If room is not available at rate requested, reservations will be made at nearest available rate. Check out time is noon. Check in time is 4 p.m.

☐ Please guarantee on the following credit card:

Credit Card	Exp. Date
Name	
Number	
Signature	

☐ Please guarantee—check for one night's lodging enclosed.

Singles—\$89

Doubles (2 persons)—\$102

Suites

CUT-OFF DATE: March 18, 1986

All reservations received after this date will be accepted on a space available basis only.

Phone Number _____

Rooms subject to 10.1% Illinois and City room tax.

New Books from Jossey-Bass

Chris Argyris, Robert Putnam, and Diana McLain Smith

ACTION SCIENCE

Concepts, Methods, and Skills
for Research and Intervention

Offers a comprehensive approach to doing organizational and social research that overcomes the limitations of traditional experimental, correlational, and ethnographic research. Describes how this approach, called action science, can address the complexity of real-life situations and deal with questions traditional methods overlook. Identifies the skills practitioners need to conduct such research and offers numerous examples from an actual program.

November 1985, About 470 pages, \$29.95

Douglas Yates, Jr.

THE POLITICS OF MANAGEMENT

Exploring the Inner Workings
of Public and Private Organizations

Spells out how to detect political conflict in organizations, determine its causes, and then turn negative bureaucratic conflicts into productive forces. Illustrates how political intrigue and tensions arise in all organizations; describes how these conflicts can be brought out into the open; and tells how managers can use resources within the organization to resolve problems and improve future policy making. Extensive case examples are provided.

November 1985, About 280 pages, \$19.95

Ralph H. Kilmann, Mary J. Saxton, Roy Serpa
and Associates

GAINING CONTROL OF THE CORPORATE CULTURE

Brings together twenty original chapters by leading scholars, managers, and consultants to present the state of the art of corporate culture today. Presents the authors' tested methods for identifying cultural norms, strengthening the positive aspects of existing cultures, and building new cultures to support organizational goals and strategies. Provides practical advice and informative case examples to show management professionals what they can do to shape and change an organization's culture.

October 1985, About 450 pages, \$27.95

Alvin Zander

THE PURPOSES OF GROUPS AND ORGANIZATIONS

Presents a systematic account of group and organizational purposes, clarifying concepts rarely treated in studies of group behavior. Provides a useful guide for group leaders, consultants, facilitators, trainers, scholars, and others to understanding how groups originate, why they choose certain goals, and how they pursue them over time. Offers examples appropriate to business, government, education, training, and social groups, explaining how goals and purposes are shaped and changed by group members.

November 1985, About 200 pages, \$21.95

Announcing the First Volume in the Frontiers of Industrial and Organizational Psychology Series

Jossey-Bass is pleased to announce the publication of *Career Development in Organizations*, the first of a new series of hardcover books sponsored by the Society for Industrial and Organizational Psychology. Under series editor Raymond A. Katzell, this new series will bring together experts in the field to provide original chapters on the latest developments in theory, research, and practice in key areas of industrial-organizational psychology. Future volumes will cover productivity improvement (John P. Campbell, editor) and training and development (Irwin L. Goldstein, editor). Other volumes are being planned.

Editorial Board: Raymond A. Katzell (series editor), John P. Campbell, Richard J. Campbell, Edwin A. Fleishman, Irwin L. Goldstein, J. Richard Hackman, Lyman W. Porter, and Victor H. Vroom.

Douglas T. Hall and Associates **CAREER DEVELOPMENT IN ORGANIZATIONS**

First in the Frontiers of Industrial and Organizational Psychology Series, this new book focuses on the rapidly developing field of organizational career development. Original chapters detail methods of updating career development techniques for individuals and of using these techniques to improve career management programs within corporations and other organizations. The authors are *Richard J. Campbell, Thomas G. Gutteridge, Douglas T. Hall, Roger R. Hock, Kathy E. Kram, Manuel London, Frank J. Minor, Robert F. Morrison, Joseph L. Moses, Edgar H. Schein, Stephen A. Stumpf, Donald E. Super.*

Ready May 1986, About 280 pages, \$25.95*

***Special Prepublication Discount**

Members of the Society for Industrial and Organizational Psychology are eligible for a **special 25% prepublication discount on this book**. Orders must be accompanied by payment and postmarked by *April 20, 1985*.

SPECIAL DISCOUNT ORDER FORM

Please send me _____ copies of *Career Development in Organizations* upon publication for the special price of \$19.46. I am enclosing my check or money order for _____. (CA, NJ, NY, & DC residents please add sales tax.) Orders must be postmarked by April 20, 1986.

Name (or P.O. #) _____

Address _____

City _____ State _____ Zip _____

**Mail to: Jossey-Bass Inc., Publishers, 433 California St., Suite 1000,
San Francisco, CA 94104-2091**

CONVENTION PROGRAM SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC.

THURSDAY

8:30-9:45

D/E Ballroom

OPENING SESSION

Welcome: Irwin Goldstein, University of Maryland
Invited Address: Raymond Katzell, New York University

9:45-10:15

Fifth Floor Mezzanine

COFFEE BREAK

Courtesy of Consulting Psychologists Press, Inc.

10:15-12:00

F/G Ballroom

FOCUS GROUP: I/O PSYCHOLOGY IN THE COURTROOM

Ronald G. Downey, Kansas State University
Mary Anne Lahey, University of Auburn at Montgomery
John G. Veres, University of Auburn at Montgomery
James C. Sharf, Office of Personnel Management
Keith M. Pyburn, McCalla, Thompson, Pyburn & Ridley
Wayne F. Cascio, University of Colorado at Denver

10:15-12:15

KC/Houston

FIRST RESULTS OF THE US AIR FORCE PERFORMANCE MEASUREMENT PROJECT

Robert Vance, The Ohio State University
Jerry Hedge, USAF Human Resources Laboratory
Mark Teachout, USAF Human Resources Laboratory
Michael Coovert, University of South Florida
Kurt Kraiger, University of Colorado at Denver
Michael Kavanagh, State University of New York/Albany
Adrienne Colella, The Ohio State University
Rick Jacobs, Pennsylvania State University

10:15-12:30

A/B Ballroom

ENTERING AN ORGANIZATION: A CASE ANALYSIS

Gary Latham, University of Washington
Paul Banas, Ford Motor Company
Frank Friedlander, Private Consultant
Milton D. Hakel, University of Houston

John Hinrichs, Management Decision Systems
Lyman Porter, University of California, Irvine
Benjamin Schneider, University of Maryland
Wayne Sorenson, State Farm Insurance
James Terborg, University of Oregon
Paul Wernimont, 3-M Corporation
Michael Beer, Harvard University

11:15-12:15

C Ballroom

NON-TRADITIONAL SELECTION TECHNIQUES

M. Susan Taylor, University of Maryland
Judy D. Olian, University of Maryland
Kathryn K. Sackheim, K.K.S. Graphoconsultants
Paul R. Sackett, University of Illinois at Chicago

11:15-12:15

Miami/LA

POSTER SESSION NO. 1—ADVANCES IN METHODOLOGY

Extending the Managerial Finance Model of Utility Analysis to
Deal with Uncertainty in Parameter Estimates

Ralph A. Alexander, The University of Akron
Steven F. Cronshaw, University of Waterloo
Murray R. Barrick, The University of Akron

Incorporating the Labor Market into Job Evaluation:
Clearing the Cobwebs

Ronald A. Ash, The University of Kansas

The Influence of Cognitive Ability on
Responses to Questionnaire Measures

Eugene F. Stone and Dianna L. Stone, Virginia Polytechnic Institute
and State University

Hal G. Gueutal, State University of New York at Albany

Using the Focus Group Approach to Identify Managerial Practices
That Influence Coal Mine Safety

Gerald P. Fisher, Human Resources Research Organization
(HumRRO)

Mr. Paul Newman, Westat, Inc.

Gregory H. Gaertner, Westat, Inc.

Confidence in Decision-Making

Connie Ringger, The Ohio State University
Robert Billings, The Ohio State University

The Accuracy of Meta-Analysis Estimates

Robert T. Ladd, University of Tennessee
John M. Cornwell, Knoxville, TN 37912

Field-Correlational Tests of a Process Model of the Interview

Amanda Phillips, Rice University
Robert L. Dipboye, Rice University

1:00-1:50

D/E Ballroom

INVITED ADDRESS

**Problems and New Directions for
Industrial/Organizational Psychology: Revisited**

Chris Argyris, Harvard University

Chairperson:

John Wanous, The Ohio State University

1:00-2:50

KC/Houston

**DEPARTMENT OF DEFENSE COMPUTERIZED ADAPTIVE
TESTING: DEVELOPMENT AND FUTURE PERSPECTIVES**

Steve Sellman, Office of the Secretary of Defense
Martin Wiskoff, Naval Personnel Research and Development Center
Clessen Martin, Army Research Institute
Malcolm Ree, Air Force Human Resources Laboratory/MOAE
Theodore Rosen, Private Practice

1:00-2:50

A/B Ballroom

**AN OVERVIEW AND NEW DIRECTIONS IN THE
HUNTER-SCHMIDT-JACKSON META-ANALYSIS TECHNIQUE**

Michael A. McDaniel, U.S. Office of Personnel Management
Michael J. Burke, New York University
Michael A. McDaniel, U.S. Office of Personnel Management
Hannah Rothstein Hirsh, U.S. Office of Personnel Management

2:00-2:50

C Ballroom

**THE DYNAMICS AND PROCESS OF JOB REDESIGN:
A CASE EXAMPLE**

Anthony Rucci, American Hospital Supply
Larry L. Cummings, Northwestern University
Randall B. Dunham, University of Wisconsin-Madison

2:00-2:50

Miami/LA

POSTER SESSION NO. 2—PERFORMANCE APPRAISAL

**The Systematic Distortion Hypothesis and Halo Error:
An Individual-Level Analysis**

Steve W. J. Kozlowski, Michigan State University
Michael P. Kirsch, Michigan State University

**The Effects of Automatic and Controlled Processing
on Rating Accuracy**

James D. McKelvey, The Gradall Company
Robert G. Lord, The University of Akron

**Cognitive Categorization and Accuracy of
Subordinate Performance Ratings**

Michael K. Mount, University of Iowa

**An Examination of Person Characteristic vs. Role Congruency
Explanations for Postexercise Assessment Center Ratings**

Craig J. Russell, University of Pittsburgh

**The Relationship Between Cognitive Categories of
Raters and Rating Accuracy**

Cheri Ostroff, Michigan State University
Daniel R. Ilgen, Michigan State University

2:50-3:15

Fifth Floor Mezzanine

COFFEE BREAK

Courtesy of London House

3:15-5:00

F/G Ballroom

DATA AVAILABILITY AND THEIR USE

Robert Morrison, Navy Personnel Research & Development Center
L. Rogers Taylor, State Farm Insurance Companies
Robert Morrison, Navy Personnel Research & Development Center
Paul A. Banas, Ford Motor Company
Richard A. Guzzo, New York University
Allen Kraut, IBM Corporation

3:00-3:50

C Ballroom

PANEL DISCUSSION:

**DOCTORAL EDUCATION AND TRAINING ISSUES
IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY**

Eugene F. Stone, Virginia Polytechnic Institute and State University
Madeline Heilman, New York University
Daniel R. Ilgen, Michigan State University
Richard J. Klimoski, The Ohio State University

3:15-5:00 D/E Ballroom
STRESS IN THE WORKPLACE: THE INFLUENCE OF THEORY
ON STRESS REDUCTION AND ORGANIZATIONAL
INTERVENTIONS

Ruth Kanfer, University of Minnesota
Randall S. Schuler, New York University
Ronald J. Burke, York University
Terry A. Beehr, Central Michigan University
Kerry Bunker, A T & T

3:15-5:00 KC/Houston
ADVANCES IN TAILORING JOB ANALYSIS METHODS FOR
SPECIFIC APPLICATIONS

Sidney Gael, NYNEX Corporation
Terry W. Mitchell, LIMRA
Robert J. Harvey, Rice University
Michael Coovert, University of South Florida
Phillip G. Benson and Brien N. Smith, Auburn University
Edward Levine, University of South Florida

2:00-2:50 F/G Ballroom
EMPIRICAL TRADITION IN APPLIED PSYCHOLOGY.
A DEBATE: INDUCTIVE VS. DEDUCTIVE
RESEARCH STRATEGIES

Kevin R. Murphy, Colorado State University
Robert Morrison, Navy Personnel Research & Development Center
George C. Thornton III, Colorado State University

4:00-4:50 C Ballroom
SOCIOTECHNICAL ISSUES AND APPLICATION:
A CONTRAST

Donald C. King, Purdue University
Paul Tolchinsky, Creative Work-Life Systems
Denise Rousseau, Northwestern University

5:00-5:50 A/B Ballroom
SOCIETY PERSPECTIVES

Moderator:
Irwin Goldstein, University of Maryland
Special Guest:
Leonard Goodstein, APA

Participants:
Benjamin Schneider, University of Maryland
Shelly Zedeck, University of California, Berkeley

6:00-8:00 Salon I (7th Floor)
CASH BAR

FRIDAY
8:30-10:00 D/E Ballroom
DIALOGUE: EXPLORING THE BOUNDARY CONDITIONS
FOR VALIDITY GENERALIZATION

Neal Schmitt, Michigan State University
John Hunter, Michigan State University
Melvin Novick, University of Iowa

9:50-10:15 Fifth Floor Mezzanine
COFFEE BREAK
Courtesy of Jossey Bass

10:15-12:00 KC/Houston
OBSERVATIONAL METHODS: ILLUSTRATIONS IN
LEADERSHIP AND COLLECTIVE BARGAINING SITUATIONS
Judith L. Komaki, University of Maryland
L. Edna Rogers, Cleveland State University
Judith L. Komaki, University of Maryland, and Maryalice Citera,
Purdue University
Linda L. Putnam, Purdue University
Henry P. Sims, Jr., and Dennis Giota, The Pennsylvania State Univer-
sity; Anne Donnellon, University of Colorado, and Charles Manz,
University of Minnesota
Robert McPhee, University of Wisconsin, Milwaukee

10:15-12:00 A/B Ballroom
THE DESIGN AND CONDUCT OF INDIVIDUAL
PSYCHOLOGICAL ASSESSMENTS IN INDUSTRY
Marvin D. Dunnette, University of Minnesota
Sandra O. Davis, MDA Consulting Group
Sidney Q. Janus, Private Practice
Robert F. Silzer, Personnel Decisions, Inc.
P. Richard Jeanneret, Jeanneret & Associates, Inc.
Donald L. Grant, University of Georgia

10:15-12:00 **F/G Ballroom**
**ABSENTEEISM: NEW DIRECTIONS IN RESEARCH AND
IMPLICATIONS FOR PRACTICE**

Daniel R. Ilgen, Michigan State University
Gary Johns, Concordia University
Mark Fichman, Carnegie-Mellon University
Paul Goodman, Carnegie-Mellon University
Howard E. Miller, University of Minnesota

10:15-12:00 **C Ballroom**
**INTEGRATING THEORY AND PRACTICE IN INDUSTRIAL/
ORGANIZATIONAL PSYCHOLOGY**

Edwin A. Locke, University of Maryland
Gary P. Latham, University of Washington
Peter B. Belluschi, Northern Pacific Paper Corporation/Weyerhaeuser Corporation
Mitchell Fein, Mitchell Fein, Inc.
William Borst, General Electric Corp.
Benjamin Schneider, University of Maryland

4:00-4:50 **KC/Houston**
RESEARCH IN PROGRESS: UTILITY ANALYSIS

James Ledvinka, University of Georgia
Frank J. Landy, The Pennsylvania State University
Frank L. Schmidt, University of Iowa
Wayne Cascio, University of Colorado at Denver

11:00-11:50 **Miami/LA**
POSTER SESSION NO 3—ORGANIZATIONAL INTERVENTIONS

The Pursuit of Validity in Training: An Application

David Frederick Neumann, Hardee's Food System, Inc.

**Towards Modeling the Decision-Making Policies of
Several Labour Arbitrators**

Victor M. Catano, Saint Mary's University, Halifax, Nova Scotia
E. Kevin Kelloway, Saint Mary's University, Halifax, Nova Scotia

**Fostering the Adoption of Administrative Innovations:
A Multivariate Field Experiment**

Donald D. Davis, Old Dominion University
Steven Woods, Manufacturers Hanover Bank

**Simulator Fidelity and Individual Differences:
An Aptitude-Treatment Interaction**

Louis Buffardi, George Mason University
John Allen, George Mason University

**Recruiting Source Effectiveness: A Meta-Analysis and
Re-examination of Two Rival Hypotheses**

Steven D. Ashworth, LIMRA International
Maureen A. Conard, University of Connecticut

**The Effects of Directed Attention and
Task Type on Performance**

Ruth Kanfer, University of Minnesota
Cheryl Paullin, University of Minnesota

12:00-1:50 **Salon III (7th Floor)**

LUNCHEON

(Speaker to be announced.)

2:00-2:50 **A/B Ballroom**

APA STANDARDS FOR TESTS

Neal Schmitt, Michigan State University
Lloyd Humphreys, University of Illinois
Robert Guion, Bowling Green State University

2:00-2:50 **F/G Ballroom**
POINT-COUNTERPOINT: HOW TO DESTROY A PROFESSION

Milton D. Hakel, University of Houston
Gerald V. Barrett, University of Akron
Frank J. Landy, Pennsylvania State University

2:00-3:50 **C Ballroom**

**GETTING RE-EMPLOYED: ISR'S PROGRAM OF
SURVEY AND EXPERIMENTAL RESEARCH**

Robert D. Caplan, The University of Michigan
Richard H. Price, The University of Michigan
Michelle Van Ryn, The University of Michigan

2:00-3:50 **KC/Houston**
**FAIRNESS IS MORE THAN EQUITY: NEW APPROACHES TO
STUDYING ORGANIZATIONAL INJUSTICE**

Robert Folger, Southern Methodist University
Robert J. Bies, Northwestern University
Jerald Greenberg, Ohio State University
Larry Cummings, Northwestern University

3:00-4:50

A/B Ballroom

**FOCUS GROUP: PROFESSIONAL AFFAIRS AND THEIR
RELEVANCE TO I/O PSYCHOLOGY**

Lyle F. Schoenfeldt, Texas A & M University
Manny London, A T & T Communications
Hannah R. Hirsh, U.S. Office of Personnel Management
Lyle F. Schoenfeldt,
William C. Howell, Rice University

3:00-4:50

F/G Ballroom

**PURPOSE OF PERFORMANCE EVALUATION: RATER
INTENTIONS VS. ORGANIZATIONAL USES**

Jeanette Cleveland, Colorado State University
Allan M. Mohrman, University of Southern California
Jeanette Cleveland, Colorado State University; Robert Morrison and
David Bjerke, Navy Personnel Research & Development Center
Angelo DeNisi and Kevin Williams, University of South Carolina
Frank J. Landy, The Pennsylvania State University

9:00-9:50

KC/Houston

**PANEL DISCUSSION. MASTER'S EDUCATION IN INDUSTRIAL/
ORGANIZATIONAL PSYCHOLOGY: ISSUES IN
TRAINING PRACTITIONERS**

Michael P. Cook, Appalachian State University
Lilly Berry, San Francisco State University
William Sigfried, University of North Carolina at Charlotte
Eugene F. Stone, Virginia Polytechnic Institute and State University

4:00-4:50

Miami/LA

POSTER SESSION NO. 4—MOTIVATION RELATED ISSUES

**Influence of Prior Experience on Worker Expectancy Perceptions
and Output**

Roland B. Guay, Purdue University
John L. Bell, Bell Fibre Products Corporation

**A Longitudinal Analysis of Organizational Commitment,
Job Satisfaction, and Turnover Intention**

John P. Meyer, The University of Western Ontario
Natalie J. Allen, The University of Western Ontario

**Job Involvement and the Life/Job Satisfaction Relationship:
Testing a Moderator**

Michael M. Harris, Purdue University

**Coping With Competing Time Demands:
Interruption and the Type A Pattern**

Sandra L. Kirmeyer, University of Missouri

The Falling Dominos Effect in Transformational Leadership
Bernard M. Bass, State University of New York at Binghamton

On the Stability of Work Attendance: An Exploratory Study
Mark Fichman, Carnegie-Mellon University

Person-Environment Fit: A Question of Predictive Utility
Marian N. Ruderman, Center for Creative Leadership

Causal Directions Between Job Attitudes and Job Behaviors
Christine Clements, University of Arkansas
G. Douglas Jenkins, Jr., University of Arkansas
Nina Gupta, University of Arkansas

**Self-Efficacy, Goals and Performance:
A Replication and Reinterpretation**

Dennis L. Dossett, University of Missouri—St. Louis
Alene Becker, University of Missouri—St. Louis

**Two Demonstrations of the Influence of Affective
States on Job Perceptions**

Kurt Kraiger, University of Colorado at Denver

**Effects of Self-Set Goals and Monetary Rewards
on Complex Tasks**

Miriam Erez, University of Maryland

8	9	10	11	12	1	2	3	4	5	6	7	8
S.I.O.P. FIRST ANNUAL PROGRAM SUMMARY (THURSDAY, APRIL 10, 1986)												
A/B BALLROOM		C O F F E E B R E A K	Case Analysis Latham, Beer et al.			Meta-Analysis McDaniel et al.			Society Perspectives Goldstein Goodstein Schneider Zedeck		Salon I C A S H B A R	
C BALLROOM			Non-Traditional Selection Taylor et al.			Job Redesign Rucci et al.			Doctoral Education Stone et al.	Socio-Technical Issues King et al.		
D/E BALLROOM			Opening Session Invited Address Goldstein (chair) Katzell			Int. Acc. Wain Arg			Stress in the Workplace Kanfer et al.			
F/G BALLROOM			I/O Psychology in the Courtroom Downey et al.			Empirical Tradition Murphy et al.			Data Availability Morrison et al.			
MIAMI/LA			Poster Session: Methodology			Poster Session: Performance Appraisal						
KC/ HOUSTON			USAF Performance Measurement Vance et al.			Computer Testing Ellman et al.			Job Analysis Gael et al.			

8	9	10	11	12	1	2	3	4	5	6	7	8
S.I.O.P. FIRST ANNUAL PROGRAM SUMMARY (FRIDAY, APRIL 11, 1986)												
A/B BALLROOM	COFFEE BREAK	COFFEE BREAK	Individual Assessment Dunnette et al.		Salon I LUNCHEON	APA TEST STANDARDS Schmitt et al.		Professional Affairs Schoenfeldt et al.				
C BALLROOM			Theory and Practice Locke et al.			Getting Re-employed Caplan et al.						
D/E BALLROOM			Validity Generalization Generalization Schmitt Hunter Novick									
F/G BALLROOM			Absenteeism Ilgen et al.			POINT/ COUNTER- POINT Hakel et al.		Performance Appraisal Purposes Cleveland et al.				
MIAMI/LA			Poster Session: Interventions					Poster Session: Motivation				
KC/ HOUSTON			Training Practitioner Cook et al.			Observing Leadership Komaki et al.		Organizational Injustice Folger et al.				

TIP-BITS

Paul M. Muchinsky

Hal Hendrick has been awarded the Human Factors Society's prestigious Alexander C. Williams, Jr. Award for outstanding human factors contributions to the design of a major operational system. Hal was also recently elected a Fellow of the Human Factors Society. **Gary Johns** of Concordia University in Montreal relates this behavioral episode. In an introductory psychology class Gary asked his students to define *homeostasis*. One budding scholar gave this response: "The person could be homeostasis but not after he is married. There are more men who are homeostasis than women." Maybe in Canada, Gary, but not in the lower forty-eight. **John Jones**, Chief Industrial Psychologist for the St. Paul Insurance Companies, has been appointed editor of the new Human Sciences Press publication entitled *Journal of Business and Psychology*. **Donald Super** was awarded the Doctor of Science degree by Oxford University. He continues, in his emeritus status, to carry on research projects at three universities, and also serves as a resident consultant in psychology at Armstrong State College in Savannah, Georgia, near his home. **Jack Larsen** was designated "Psychologist of the Year" in Tennessee by the Tennessee Psychological Association. The award was in recognition of seven years on the Tennessee Board of Examiners and many years of activity for the TPA including a term as president. Jack is the only I/O psychologist ever to have been recognized by this state association. Congratulations, Jack! He also notes the University of Tennessee is looking to fund a chaired professorship in I/O Psychology to the tune of \$1,000,000. Better spiff up the old vita and ship it to Knoxville!

A few job changes to report. **Elizabeth Weldon** and **Max Bazerman** have joined the Organizational Behavior faculty of the J. L. Kellogg Graduate School of Management of Northwestern University. **Bob Krupnick** and **Frank Shanahan** have been added to the I/O group of Metropolitan Life. They join **Jan Novak**, **Eraina Cocomero**, **Maura Lockhart**, **John Sherman**, and **John Houston**. **Bob Lord** informs us that **Mary Brickner** has joined the I/O psychology faculty of the University of Akron. Mary got her degree from Ohio State.

The Michigan Association of Industrial Organizational Psychologists (MAIOP) elected new members to their executive committee: **Howard Carlson** of GM (President Elect), **Ken Klein** of Detroit Edison (secretary-treasurer) and **Mary Zalesny** of MSU (member-at-large). They join current executive committee members: **David Jones** of Personnel Designs,

Inc. (President), **Mark Lifter** of Arthur Young (Past President), **John Arnold** of Arthur Young (member-at-large) and **Lizabeth Barclay** of Oakland University (member-at-large). The Personnel Testing Council of Metropolitan Washington announced the following slate of officers for the 1985-86 session: **David Dye**, President; **Richard Tonowski**, Vice-President; **John Anderegg**, Treasurer; **Merri-Ann Cooper**, Secretary; and **Cynthia Clark**, Recorder. **Bill Burns** and **Lance Saberhagen** recently testified before the House Subcommittee on Employment Opportunities regarding the Uniform Guidelines on Employee Selection Procedures.

It seems our Society members have been productive in the book writing department. **Mortimer Feinberg** recently published his book *The Wall Street Journal on Management*. **Larry Cummings** and **Peter Frost** are the authors of a new book entitled *Publishing in the Organizational Sciences*. **Bernie Bass** has a new book coming out, *Leadership and Performance Beyond Expectations*. Bernie also gives us the following items. He was recently named a Distinguished Professor of Management at his school, the State University of New York at Binghamton. He also gave a series of lectures in Singapore, Kuala Lumpur, Madras, Bangalore, Bombay, Delhi, and Srinagar. And I'm lucky if I make it to Des Moines. Bernie also adds that **Fran Yammarino** and **Don Spangler** have joined the OB group at Binghamton along with **Bruce Avolio**, **Ellen Fagenson**, and **David Waldman**. Thanks for all the news Bernie!

Don Cole just returned from three weeks in South Africa. Don is interested in mobilizing a Behavioral Science-Social Science Consulting Team to attend a multi-racial conference in Johannesburg, August 12-26, 1986. Interested Society members should contact Don directly. I recently received a warm note from former Society president **Phil Ash**. Phil has just returned to full-time employment as Vice President/Research of Reid Psychological Systems in Chicago after a five-year period of retirement. Phil is recovering from cataract surgery for two new lens implants as well as a triple-bypass operation. We at TIP extend our best wishes to Phil for his health and employment.

Warren Blumenfeld, the man who gave us the classic "I Am Never Startled by a Fish," makes his reprise in this issue of TIP. Warren is consumed by oxymorons, the topic of his article. Warren's avocation is the subject of a February 10, 1986 article in *People* magazine, which I am told has a wider circulation than TIP. A hearty congratulations to David Letterman's most likely successor!

That's all the news for this issue. The '84-'85 year was a good one for me. I was elected a Fellow of the Society, got my state license, and the ABPP in I/O. What's it like? I must be in the control group because I still have dandruff and some students still can't pronounce my last name.

TIP CROSSWORD PUZZLE

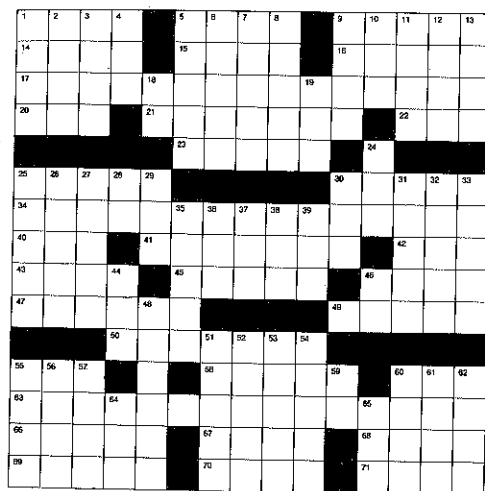
By Ramon M. Henson

ACROSS

1. _____ back, so-called California lifestyle
5. Part; segment (prefix)
9. Meat or fish strip
14. "_____ it clear," line from Sondheim song
15. Portent
16. In unison
17. Walter Nord's enthusiasm
20. Smith or Dyer
21. Trades; specialties
22. Psychophysical paradigm (inits.)
23. Author Baldrige, to her friends
25. Friendship
30. European orgs., such as these
34. A weekend visit with the Katzells
40. Test service org.
41. What fast-trackers are not supposed to be without
42. John or Jane
43. Caribbean products
45. Toast or Moore
46. Good, to Paolo
47. Hammer type
49. Wading bird
50. Submit an article for review
55. Expression of discovery
58. Open courts
60. Hogan-Mister T connection
63. Recent science fiction hit
66. Radium discoverer
67. Anagram for feed
68. Freudian stage
69. Vegas entries
70. God of love
71. Diet sodas

DOWN

1. Speech defect
2. A related org.
3. This is used for short
4. RWR's Chief of Staff
5. The Bates, for example
6. Overact
7. A suit alteration
8. Start
9. Artificially high vce.
10. Equal to (comb.)
11. Piniella, Gehrig et al.
12. Oklahoma city
13. Chi-square or F, for example
18. "_____ I'm Dancing as Fast as I Can"



See answer on page 87.

19. With out, to audition, for ex.
24. Fated
25. Profs' help
26. Diego Rivera specialty
27. Adjective for Pee-Wee Herman
28. QB's stat
29. Thanksgiving dinner adjunct
30. Expressions of pain
31. What researcher is, at times
32. Idler
33. Trapshooting variation
35. Arab country
36. Chemical suffix
37. New England-based org.
38. _____ Hill, fancy SF area
39. Feminist cause
44. Hayden-led gp.
46. Clarinetist's inits.
48. Beau and his brothers
51. One who's picked up
52. Alternative to one
53. Hives
54. Spats
55. The basics
56. Pull; tug
57. Pointed (prefix)
59. Golden symbol
60. Dieter's morsel
61. Middle Eastern native
62. Solidifies
64. Carson or first-aid
65. What you get for tit

The Ubiquitous and Insidious Oxymoron in Industrial-Organizational Psychology: Milton Blood Be Damned!

Warren S. Blumenfeld
Georgia State University

Editor's Note: In the course of proposing this article for **TIP**, Warren Blumenfeld asked me if I knew what an "oxymoron" was. I said I did, which was true. What I didn't know was the proper way to pronounce the word. Don't pronounce it like some Yahoo from Iowa: "OXEY-MOR-ON." Rather, use the pronunciation of an urbane Atlantan: "AK-SIM-ER-ON."

The topic here addressed is the ubiquitous and insidious oxymoron in Industrial-Organizational Psychology (three more of my favorite words!). I am never sure whether I need to define and/or defend oxymorons. It is rather like playing trivia (albeit **IMPORTANT TRIVIA**). If you know the answer, it is *not* trivia; if you don't know the answer, it is trivia—a true dichotomy with no "in between." Therefore, fully aware of the possibility of insulting at least one segment of the **TIP** readership, although I am not sure *which* segment (the one that does know about oxymorons—or the one that does *not* know about oxymorons), let me begin with a definition.

Definition. An oxymoron is two concepts (usually two words) that do *not* go together—but *are* used together. It is the bringing together of two contradictory terms. Following are some examples of some oxymorons: JUMBO SHRIMP, FREEZER BURN, EVEN ODDS, DIVORCE COURT, NEAR MISS, CARDINAL SIN, GOOD LOSER, CRIMINAL JUSTICE, AMTRACK SCHEDULE, CIVIL WAR, and BUSINESS ETHICS.

Oxymorons are an addictive semantic phenomenon that the traditional English literature has essentially overlooked. On a prestige scale, oxymorons are slightly lower than puns. They are indeed the Rodney Dangerfield of our language—and perhaps deservedly so.

Ubiquitous and insidious. Further, use (unintentional *AND/OR* intentional) of oxymorons is growing. It is both ubiquitous *and* insidious. What has come to be known as "weasel wording" is closely akin to oxymorons. It is a "copping out" behavior increasingly used by, among many others, those within Industrial-Organizational Psychology.

On becoming addicted. I first came across the label of oxymoron during a time when, for personal physical reasons, I had more time to think

than I cared to—as well as less time to pursue my I-O teaching and research interests than I cared to. I had been VAGUELY AWARE of the phenomenon for years; but it was not until Milton Blood (whom I will DEFINITELY PROBABLY never forgive) gave me the label for the phenomenon that I began to systematically collect (and, forgive me, catalog) oxymorons. They were indeed insidious; I found them all the time—and *everywhere*—ergo, damn you, Milton Blood!

Once my awareness level had heightened, I was surrounded—but I hope not paranoid—about them. For example, on one wall in my office was a wonderful quote from Robert Frost describing a person as being COMPLETELY EDUCATED. I then noticed that some of my file drawers were labeled COMPLETED RESEARCH. In class, I realized I was talking about STANDARD DEVIATIONS, as well as NORMAL DEVIATES. And who can ever forget MANIC DEPRESSIVE? A TRUSTED COLLEAGUE came from a department called CRIMINAL JUSTICE. And on—and on—it went.

Further, the interest was there—even worse, *not* just my interest.

Oxymoron interest: A brief personal odyssey. A few years ago, I was selected by my colleagues and the administration at GSU as the College of Business Administration Alumni Distinguished Professor. In the course of the activities that followed, I struck up a professional and a social relationship with our Public Information Director. Ahah, I figured, at last a chance for me to use all the resources of this mighty university to gain some visibility regarding my I-O research interests; but no—to my (at first bemusement, and subsequent) dismay, the thing that interested him was none of the above I-O applications. Rather, and I should have anticipated, because he was a wordsmith, he was interested in oxymorons.

He was hooked, addicted; and I was the semantic pusher. Soon, not unlike junior high school kids, we were exchanging oxymoronic notes, then phone calls (both of our wives and secretaries threatened to take away our telephone privileges—*inter alia*). It soon became impossible to discern who was the addicted and who was the pusher.

One day he called me to tell me that he had arranged an interview for me with a writer from the *Atlanta Journal and Constitution*. (At last, a chance to make my research visible, I figured.) The interview took place. I was totally prepared regarding my I-O research interests. Unfortunately, I made the mistake of mentioning oxymorons. The resulting article, however brief, dealt totally with oxymorons. To make matters worse, he understood the concept, i.e., he titled the article CLEVER PROFESSOR. The mail literally began pouring in—not requesting research reprints, as our professional egos demand—but offering additional oxymorons, and/or thanking me for putting a label on the phenomenon that

they had also observed, and/or asking where they could find more oxymorons, and/or was there a clearinghouse, etc. Damn you yet again, Milton Blood!

A few weeks later, the editor of our faculty/staff monthly called me, indicating she had been told about me and my oxymorons, she had seen the *Journal and Constitution* article, etc., and would I consider writing a column. Already addicted to oxymorons, I knew I was hooked *and* type cast (no pun intended). Therefore, not unlike O'Hara's character in *Appointment in Sumatra*, there was no point in fighting the problem. APPROPRIATELY HUMBLE, I began writing the column.

In addition to publishing from my oxymoron file, I invited readers to participate (do you see it coming, colleagues?). The response was such that the column eventually essentially wrote itself. Many folks were repeaters, oxymoronic recidivists if you will. It became a red badge of courage to get published in the column. Inter-departmental squabbles were aired out, e.g., Marketing submitted MANAGEMENT SCIENCE, to which Management shot back MARKETING RESEARCH.

We ran the FIRST ANNUAL plural of oxymoron survey. Official alternatives were (a) oxymorons, (b) oxymora, (c) oxymori, (d) other, (e) other other, and (f) other other other. I even set a FIRST DEADLINE! (The winner came in third.) In the interim, no one remembered (or cared, apparently) about my I-O research. I vowed to kill the column at the end of that quarter; but it wouldn't die, i.e., it had become a SCIENCE FICTION creature.

Too late, I received a phone call from the editor of a neighborhood newspaper (*Downtown Atlanta*) (few would argue that DOWNTOWN ATLANTA is an oxymoron) asking if I would write a column. ALMOST TOTALLY CRUSHED, and not knowing whether to laugh or cry, I did so for several months. Mercifully, the newspaper folded (no pun intended)—although, by all editorial accounts (and mail), the oxymoron column was a success, i.e., the readers' favorite. They even considered trying to keep the newspaper alive by asking me to increase the column size and frequency. I declined—flattered, but CLEARLY CONFUSED.

Oxymoronic Visability. My interest in oxymorons was subsequently described in *Business Atlanta*. I do local radio call-in talk shows; I've done a "straight" interview with *Science Magazine* (Canadian Broadcasting Corporation, national network radio). A few summers ago, I made a presentation on oxymorons in Washington at the Third International Conference on Humor, a meeting temporally contiguous to APA in the same hotel. Why not? To be ALMOST CANDID, a recent feature interview with the *Atlanta Journal and Constitution* was greeted with INTENSE APATHY. However, another feature interview with the *Detroit Free Press* was picked up on the wire services; and the oxymoron mail

(POSTAL SERVICE) keeps coming. (Would you believe an editorial—for *and* against oxymorons—in the *Wichita Eagle and Beacon*?) By the time this appears in **TIP**, there will have been a feature—complete with photos and family—in *People* (presumably late in January). Currently, I am making a video tape for the GSU (I-O MTV?).

It would be accurate to say that response to my oxymoronic activities may be characterized as having moved with DELIBERATE SPEED from INTENSE APATHY to MILD INTEREST to PARTIAL SUCCESS, and finally even approaching QUALIFIED SUCCESS.

All these activities I submit as evidence of (latent) interest in this semantic backwater called oxymoron.

Purpose

The purpose of this article is to describe the ubiquitous and insidious nature of oxymorons, i.e., to raise awareness level *vis-a-vis* oxymorons.

Procedure

Hopefully, in my intentionally extended prefacing remarks, I have already raised (and I add for those homophone-addicted, that is r-a-i-s-e-d) your awareness level. However, in the too-few pages Paul has generously allotted, I would like to cover four points toward pursuing my purpose: true vs. quasi-oxymorons, some examples of oxymoron sources, some examples of oxymorons in I-O Psychology, and implications for I-O Psychology communication.

True vs. Quasi-Oxymorons

With apologies to Campbell and Stanley, I have found it helpful to classify oxymorons as either true or quasi. A true oxymoron is an oxymoron in a natural state, independent of personal values, projection, and/or set. Examples of true oxymorons are ALMOST PERFECT, BITTER SWEET, ELOQUENT SILENCE, FAST FOOD, THUNDEROUS SILENCE, SWEET AND SOUR, and SWEET SORROW. A quasi oxymoron is, by definition, *not* a true oxymoron; and it is characterized by personal values, projection, and/or set—and, perhaps best of all, includes an element of sarcasm, again depending on one's values. Examples of quasi oxymorons are MILITARY INTELLIGENCE, LEGAL BRIEF, TEXAS CHIC, GREATER CLEVELAND, EDUCATIONAL ADMINISTRATION, and, forgive me, Paul, DOWNTOWN AMES. (Some might even argue that INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY is an oxymoron; but not me!) Predictably, quasi-oxymorons are most people's favorites.

Some Examples of Oxymoron Sources

Relax; oxymorons find you. They are indeed ubiquitous, to be found everywhere (occasionally intentionally). Their ubiquity notwithstanding, some places are better sources than others. Fortunately, from a humor standpoint, and unfortunately, from an I-O Psychology standpoint, many of these sources are clearly within the domain of I-O Psychology. Others are peripheral, but will be included under the BROAD DEFINITION of I-O Psychology. The oxymoronic examples presented below come from I-O RESEARCH REPORTS, conversation with ESTEEMED COLLEAGUES, correspondence from COMPASSIONATE EDITORS, and/or PURE ACADEME. Other fertile sources include office memos, governmental documents, marketing messages, and bureaucratic documents—although I am particularly fond of *Time Magazine* and M*A*S*H (perhaps the happiest of all hunting grounds).

Some Examples of Oxymorons in I-O Psychology

In no particular order or categorical sequence, following are some oxymorons found FAIRLY RECENTLY. While I have no doubt that humor will prevail over communication in what follows, please bear in mind these oxymoronic examples should be evaluated *negatively* in terms of their ability to communicate—*unless* the *intent* of the sender was humor.

FEW IF ANY, ORIGINAL COPY, TREMENDOUSLY SMALL, NEW TRADITION, UNBIASED OPINION, CONSTANT VARIABLE, STUDENT TEACHER, FULL PROFESSOR, BLOCK GRANT, CONSTANT CHANGE, IDLE CURIOSITY, CIVIL ENGINEER, OFFICE SPACE, STUDIED INDIFFERENCE, PROBABLE COMMITMENT, FEDERAL ASSISTANCE, DYNAMIC CONSERVATISM, DEFINITE POSSIBILITY, ARROGANT HUMILITY, PARTIAL CLOSURE, POTENTIALLY CRITICAL, GROSSLY UNDERESTIMATED, MINIMUM COMPETENCY, BROAD SPECIALIZATION, SOMEWHAT UNIQUE, ALMOST PERFECT, FIRM MAYBE, FUNCTIONAL ILLITERATE, CITY OF ATLANTA SNOW REMOVAL PLAN (I *know* it doesn't belong here; but I *like* it), SELDOM IF EVER, VAGUE DEFINITION, SOCIAL PSYCHOLOGIST, FIRM ESTIMATE, INITIAL RESULTS, CONSPICUOUSLY ABSENT, CLEARLY CONFUSED, GUARDED OPTIMISM, RATIONAL FAITH, OBVIOUSLY SUBTLE, LEGAL ETHICS, EXPRESS MAIL, EXTENSIVE BRIEFING, A COMPUTER PROGRAM PARTIALLY DE-BUGGED, EXACT SCIENCE, ACTION PLAN, STANDARD DEVIATION, LINEAR CURVE, SUBSTANTIAL LACK, COUNTLESS NUMBERS, PRODUCTIVE MEETING, *SCIENTIFIC AMERICAN*, NEGATIVE RELATIONSHIP, OBJECTIVE RATING, RESEARCH ADMINISTRATION,

PARTIAL SOLUTION, PRELIMINARY CONCLUSION, UNCOMMONLY TYPICAL, SIMPLE REPLICATION, PURE RESEARCH, EXACT SCIENCE, STATISTICAL SIGNIFICANCE, STATISTICAL PROOF, FACULTY COOPERATION, RESEARCH TECHNICIAN, TRUE NEGATIVE, ACADEMIC SALARY, SYSTEMATIC VARIANCE, STRAIGHT-FORWARD LOGIC, ALMOST PERFECT, PARTIAL SUCCESS, ASSISTANT PROFESSOR, INTENSE INDIFFERENCE, CONSTANT VARIABLE, FORCED CHOICE, SECOND DEADLINE, EDUCATIONAL TELEVISION, UNDERSTANDING EDITOR, PERFECT RESEARCH, REPLICATED RESEARCH, SUCCESSFUL REPLICATION, NAIVE PARTICIPANT, PRODUCTIVE SUMMER, PLANNED RESEARCH, ANTICIPATED SERENDIPITY, ENOUGH MONEY, STUDENT ASSISTANT, UNIVERSITY SUPPORT, INTERESTING PAPER, RESEARCH PROFESSOR, PLANNED CHANGE, PRECISE VAGUENESS, PRODUCTIVE QUARTER/SEMESTER BREAK, ULTIMATE CRITERION, PERFECT CRITERION, RATER RELIABILITY, COMPLETED RESEARCH, WELL-RECEIVED RESEARCH, ENOUGH RESOURCES, ACADEMIC FREEDOM, RESEARCH SYSTEM, GRADUATE STUDENT, ACADEMIC DEAN, STUDENT ASSISTANT, APPLIED RESEARCH, UNCROSS-VALIDATED MODEL, PARTIAL CORRELATION, NEGATIVE CORRELATION, SYSTEMATIC VARIANCE, EXPERIMENTAL DESIGN, ENOUGH TIME, NORMAL VARIANCE, PEER REVIEW, RESEARCH PROGRAM, INITIAL CONCLUSION, INITIAL DEADLINE, FIRST DEADLINE, SECOND DEADLINE, FINAL DEADLINE, and INDUSTRIAL PSYCHOLOGY (Gasp!)

Implications for I-O Psychology Communication

The appearance of oxymorons (intentional *or* unintentional), while potentially humorous (hopefully, for example, here), tend to *distract* the receiver of the communication from the presumed intention of the communication. Again, this is under the assumption that there was the intention to communicate—not to “weasel word,” be humorous, and/or to be all things to all people. The implication here, and I am sure that this is carrying coals to New Castle (which, as I recall, is just up the interstate from Indianapolis), is that, while I am not sure that *ex*-clusion of oxymorons in I-O communication will result in an *increment* in communication, I feel most confident (although I have no empirical evidence) that the *in*-clusion of oxymorons in I-O communications will result in a *decrement* in communication. Once again, all this is under the assumption that one is trying to communicate—and that the communication is *not* humor *per se*. Therefore, my message, and I am sure it will not be wasted

(although it may be hidden among the oxymorons), is that an increment in communication may be accomplished by guarding against, and purging, oxymorons from I-O communications.

Those of us who teach and/or manage may wish to call this semantic phenomenon to the attention of our students and/or subordinates. The rest of us need to be no less on guard, i.e., be aware of the ubiquitous and insidious oxymoron in Industrial-Organizational Psychology.

Therefore, let me get to my obvious conclusion and recommendation—and more importantly—my request.

Conclusion, Recommendation, and Request

Conclusion

While this article was intended to be SEMI-HUMOROUS, the obvious conclusion is that oxymorons have a *detremental* effect on I-O Psychology. The only exception of which I can think is when the *intent* is to be humorous. Other than that, they would appear to have the same effect on the minds of men as did Lamont Cranston. Oxymorons are, therefore, a communication “no-no.”

Recommendation

My recommendation is equally obvious. In the teaching of the creation of I-O communications, e.g., reports, the writer (*as well as* the writer's teacher) should be on guard against the ubiquitous and insidious oxymoron. Once again, the oxymoron is very effective as a humorous device, but it is probably counter-productive in terms of a communication device. As such, oxymorons are probably better left to the creators of humor—rather than the creators of I-O Psychology communications.

Request

As an OXYMORON COLLECTOR, I am interested in this semantic phenomenon from both the I-O communication point of view *and* the humor point of view. For those of you (100% \pm 10%) who *will* now become addicted to oxymorons (as I obviously am), you will henceforth find them difficult (better, impossible) to avoid. That is the ubiquitous nature of the beast. Further, you will *need* an outlet.

What I propose (for our mutual MENTAL HYGIENE—as well as my files) is that you share your oxymorons—I-O AND/OR other—with me. If you will send me your oxymoron (no calls, please), I will screen it against my file. If it already exists in my file, well and good, and thanks. However, if it does *not* already exist in my file, better, and many thanks. What I would further request is that you include the oxymoron source, e.g., SELF-CONCEIVED (think about it), a particular journal, PROPOSAL SPECIFICATIONS, research report, governmental document,

office memo, prominent individual, MARKETING MESSAGE, TV PROGRAM, whatever. Although he doesn't know it yet, Paul has graciously consented to let me publish your oxymoronic contributions here in **TIP**—with appropriate discredit given—on an **OCCASIONAL SYSTEMATIC** basis. Send your **PITHY OXYMORONS**, your **GOOD OXYMORONS**—as well as your **BAD OXYMORONS**—to me c/o Management Department, College of Business Administration, Georgia State University, University Plaza, Atlanta, Georgia 30303.

In the interim, I leave you with this **SINGLE THOUGHT: THINK OXYMORON.**

... and Milton Blood be damned!

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Why No Good Deed Goes Unpunished

Daniel C. Feldman
University of Florida

Ever since Thorndike posited the law of effect seventy-five years ago, managers, psychologists, parents, and teachers have had an enduring belief in positive reinforcement. By praising, by rewarding, and by doing favors for others, we hope that the recipients of our good deeds will be more likely to behave in a desirable way in the future. At the minimum, we expect our efforts to be acknowledged or appreciated.

Yet who among us has not found, much to our chagrin, that our praise, rewards, and favors often go unnoticed and unthanked? Consider the subordinate who responds to news of a pay raise with a blank stare. Consider the colleague who responds to subordinates' efforts above and beyond the call of duty with no comment, as if those efforts were simply his due. Consider the supervisor who compliments a subordinate for a job well done, and receives in return a comment like, "No thanks to you."

Thus, positive feedback doesn't always increase the likelihood of people behaving in a desirable way in the future. Moreover, these unexpected reactions to praise and rewards can actually extinguish the propensity of others to extend such favors in the future.

Why is it, then, that no good deed goes unpunished? Let's consider some potential explanations for this phenomenon below.

(1) **Resentment of the pressure to keep performing in an exemplary fashion.** At times, individuals take positive feedback as a goad to keep performing at high levels of achievement. "Now that the supervisor knows just how well I can perform, and I know just what my true capacities are," reasons the individual, "I'll have to work up to my potential more consistently." Some people would happily trade-off positive reinforcement for lower performance expectations.

(2) **Fear of becoming emotionally dependent upon positive feedback from others.** Especially in environments where positive feedback is a rare occurrence, employees are often ambivalent about those who give them positive reinforcement. On one hand, they value and are encouraged by praise and rewards from others. On the other hand, they are afraid of becoming emotionally dependent upon the good opinion of others—a good opinion that can be more easily lost than sustained.

(3) **Inconsistency of positive feedback from others with a person's low**

self-esteem. Often the positive feedback from others presents a jarring contrast to a person's own low self-esteem. In essence, the individual says to himself: "I may have been considerate (or competent) this time, but once you get to know me better, you'll realize I'm not as considerate (or competent) as you think I am."

(4) **Perceptions of the positive feedback as insincere.** One of the unintended negative consequences of the human potential movement of the 1960's and 1970's was the proliferation of meaningless positive feedback. Some individuals reject the praise they receive as insincere because it is so frequent or so trivial. Others reject it because they have often been insincere themselves when saying the same sort of thing.

(5) **Defensive posture of the receiver of positive feedback.** When employees are in a fight stance towards their supervisors or colleagues in general, being praised or rewarded doesn't generate the desired effect. Because individuals feel defensive, they are less likely to see just how positive the reward or praise is. Moreover, defensive individuals may fear that the positive feedback is a precursor of punishment to follow. For instance, from the research on performance appraisal interviews, we know that people often consider the positive opening and closing statements about their performance as the sandwich into which the meat of criticism has been shoved. When receiving praise, some people may be waiting, like Pavlov's dog, for the anticipated punishment to follow.

(6) **Perception of the good deed as politically motivated.** Sometimes people do not feel particularly better after they have been praised or rewarded because they feel the good deed was manipulative in intent. The individual figures he or she is being treated well at present so that some chips can be called in later.

(7) **Perception of the positive feedback as noncontingent.** On occasion people discount praise, rewards, and favors because they view the positive feedback as noncontingent on their own performance. For example, some managers believe they should give positive feedback only sporadically so that the praise or rewards don't satiate the employees' needs for them. From the receivers' end, however, being praised for a trivial accomplishment—when more major performances have gone unnoticed—leads to perceptions of the managers' praise as random: "I guess he feels he hasn't given me enough praise lately, so here goes," To subordinates, it implies that praise or rewards come when their bosses feel like giving it rather than when they deserve it.

(8) **Perception of the positive feedback is inequitable.** Perhaps nothing is more frustrating to managers than to do their best for a subordinate (e.g., getting the largest pay raise for a subordinate they can justify) and then be punished for their efforts. In the subordinate's mind, the reward simply isn't commensurate with past performance. The reaction is to be

angry at the supervisor for the small reward rather than thankful for the effort extended on their behalf.

(9) **Resentment at having to reciprocate the positive reinforcement.** Many people resent the pressure they feel to reciprocate positive feedback with positive feedback. When receiving praise from colleagues whom they don't like, employees don't like to feel they have to return the kind words to "maintain face." In the same vein, employees don't like to feel they owe others a favor—especially when the favor was neither requested nor desired.

Thus, for a variety of reasons—some conscious, some subconscious—people punish those who are trying to help them. The positive feedback is met with silence or embarrassment, or is rejected as undeserved or trivial. Sometimes the positive feedback is even met with reticence; people do the exact opposite of what has been praised or rewarded so that they won't feel politically manipulated or in debt to anybody.

What, then, can we do to break out of the cycle of "no good deed goes unpunished?" Clearly, as the research suggests, positive feedback works more effectively when given equitably and contingent upon performance. In addition, however, an understanding of the situation in which the feedback is given is crucial to making positive feedback more effective:

(1) Praise, rewards, and favors are more positively received if given for unusually good performance rather than on some manager's "praise maintenance" schedule.

(2) Less frequent positive feedback, sincerely given for unusually good performance, is more favorably received than frequent, trivial positive feedback.

(3) Praise, rewards, and favors for past actions are more positively received than rewards given in anticipation of some future political return of investment.

(4) If others see you as a person who is a constant source of punishment, no matter how positive the reinforcement being given, it is less likely to be perceived accurately.

(5) Some people feel better about themselves when they are viewed as average and have no pressures to perform—and there is not much most of us can do about it.

Finally, it is important to remember that positive reinforcement doesn't just change the nature of the receiver's behavior—it changes the nature of the giver's behavior as well. A recent *New Yorker* cartoon shows two pigeons in a Skinner box, getting food pellets for tapping the appropriate lights on cue. One pigeon turns to the other and comments, "Boy, have we got this guy trained!" Outside of our labs, doing good deeds more often conditions the giver than the receiver.

DEPARTMENT OF HUMOR

Footnotes as Influence Attempts

Paul M. Muchinsky¹

Recently several books have been written in our area about how to publish. They are very predictable tomes which emphasize mundane things like originality of the idea, methodological soundness of the study, practical and theoretical significance, and so on. It is almost as if the authors of these books really believe that manuscripts are accepted for publication on the basis of their quality. Nothing could be further from the truth. While the content of the manuscript is certainly not devoid of salience, the actual publication fate of a manuscript rests with an obscure and arcane source of influence: the footnote. Yes, the footnote. It is this small but powerful weapon which dictates the fate of most manuscripts. Footnotes are carefully crafted messages designed to manipulate the reviewer into accepting the manuscript for publication. A footnote is the only way an author can communicate directly to the reviewer. In the manuscript itself the reader has to *infer* the quality of the research based upon what is read. Given such circuitry, there is ample room for incorrect and unwarranted inferences to be drawn, to which any wounded author of a rejected manuscript can attest. But the footnote is different, for here the author can state, not imply, and can proclaim, not intimate. By judiciously presenting a footnote, the author might influence the reviewer to accept the manuscript prior to even having read the paper. Indeed, many manuscripts are superfluous to the message contained in the footnote. Let us now examine some of the more selectively composed footnotes through which authors attempt to influence reviewers.

The first one is my personal favorite:

"The author would like to thank President Ronald Reagan, Pope John Paul II, Carl Sagan, Albert Einstein, Madame Curie, Aristotle, and three anonymous Nobel Prize laureates for reviewing previous drafts of this manuscript."

Now, what is a reviewer likely to think after reading this? "Who am I

¹The issues raised in this article do not apply to those rare authors who submit manuscripts to journals they themselves edit. Such chosen people are above the law. Why do you think I agreed to this job?

to reject this manuscript after such noted *personae* have already blessed it?" Right? And guess what—that is precisely why the footnote was written!

How about this one:

"This manuscript is the author's Presidential Address to the LXVII International Congress of Truth Discovery and Assertion. Interested readers may refer to the original text which has been cast in bronze and placed upon the cornerstone of Congress headquarters, Geneva, Switzerland."

Pretty impressive, 'eh? Are you going to flush this manuscript? Hardly.

Here's another one:

"This manuscript is based upon a grant received from the Intergalactic Research Academy for Excellence in Scientific Advancement, Grant #A13725 N4 LQ627, funded for \$14,882,641. However, the findings reported by the authors do not necessarily represent an official policy endorsement by the Academy."

I'm so relieved. Are you going to reject a manuscript that was supported by a level of funding exceeding the Gross National Product of Lichtenstein? I doubt it.

And finally, we are sometimes offered this gem:

"This manuscript received the Outstanding Paper Award at the Centennial Exposition of Meritorious Scholars—21st Century, held in Perth Amboy, New Jersey."

Real subtle, wouldn't you say?

But let's be fair. Rather than decrying these salacious attempts at manipulation, why not analyze them for what they are? Why do authors write them? Because they are the only professionally legitimate means authors have to proselytize themselves. Because authors are limited by the bounds of adjudged protocol and good taste, you only tend to see a few variations of the footnotes just presented. But what if we were to drop our inhibitions, abandon our contrived standards of "acceptable footnote behavior," and allow ourselves to speak from the heart? What manner of footnotes might we then read? At the risk of alienating nearly everyone in the Society, I present for your consideration what it would be like if authors could "tell it like it is" in their footnotes.

From a seasoned veteran of our profession:

"At the last convention me and my good ol' buddies (Billie Don, Tommy Lee, Jethro, Conway Roy, and Judd) were sitting around the bar having a mighty fine chat. Then Tommy Lee says to me, 'Bobby Joe, why don't you write up this stuff in a paper and submit it for publication? Hell, we'll probably wind up as the reviewers! Haw, haw, haw!' Then Conway Roy says, 'And that's if anybody reviews it at all! Haw,

haw, haw!' So, here it is. I think it's deserving of a lead article, don't you? Well partner, catch you down the road at my next Invited Address."

From a *Radicalus Liberata*:

"Kindly note my first and middle names are Bertha Prundace. I do not use the falsely self-effacing 'B.P.' or 'B. Prundace' nomenclature. No, not me. That's right, I am a female type. Do you know that over half the members of our profession are women, yet only 12.39% of all articles published are authored by women? What does that tell you about the overtly discriminating sexist attitudes of reviewers and editors? You can help compensate for the sins of your father by accepting this manuscript right now, as is. Don't even bother to read it. It's not much of a concession to equality, but it's a step in the right direction. I am woman. Watch me grow."

From a professor one publication short of getting tenure:

"Look, let me be honest from the outset. This manuscript is an affront to ecology. I shudder to think that some poor tree gave its life for the paper this study is typed on. So why did I submit it? Simple. My dean can only count, and he counts in round numbers. He told me I need one more pub, just one more, and I'll grab the big T. He doesn't care what journal it's in, or how long it is. He won't even read it. The literature is filled with bird-cage liners. One more won't kill anybody. So, what do you say? Look, I've got a wife, six kids, and a thirty-year mortgage. Please accept this—it means the world to me. Thanks in advance. I owe you one."

From a practitioner:

"I know you academic types don't get aroused unless a manuscript includes at least three different multivariate analyses. Well, it's about time you got a taste of the way it is in reality. My boss and my boss' boss don't understand anything more complicated than long division. So that's what I use, and that's what you're going to find here. Not fancy enough for you? Tough! The fate of the free world's economy hangs in the balance of my decisions. I'm so important it even frightens me sometimes. If you ever decide to earn an honest day's wage and leave that ivory tower, I'll see if I can get you a job for which you are eminently qualified—stapling tests."

From the student of a famous major professor:

"Hi. Do you know me? I'm sure you don't, but you know my advisor. That's why he's listed as an author on this manuscript too. And he doesn't even *know* about this manuscript! You may want to flush *my* work, but you wouldn't dare flush *his*. Call it mentoring or call it coat-tailing, but I'm along for the ride. Well, look for future submissions from me—oops, I mean us. I'm going to milk this for all it's worth. My advisor! I'd never leave grad school without him."

From a professor at a prestigious university:

"Every academic millenium we at Harvmouth condescend to publish our work in the public domain. Normally, of course, we publish all our works under the world renown *Harvmouth Press* label. It's the only real way to maintain quality control, you know. However, occasionally we go slumming, and this is my contribution to that fetid practice. A special issue of the journal devoted to this manuscript would be most fitting, but I'll settle for a monograph. In parting, as we say at the faculty club, *taurus funditor quid pluribus erat*."

From an author who long ago had one good idea and has ridden it home ever since:

"This manuscript is the 23rd verse in the same song that you have long associated with me. In fact, it is the only song I know. In this thrilling episode we address whether my paradigm generalizes to people with freckles. Every turn of the screw warrants a new article, I always say. Readers interested in an exhaustive presentation of my model should refer to the Introduction, Method, Results, and Discussion sections of any one of my previous twenty-two articles on this topic. They are all interchangeable."

From an author of a manuscript that has been rejected for publication by many journals:

"Nobody likes orphans and leftovers—this manuscript has trappings of both. Won't somebody please give my baby a home? I've shipped this paper from coast to coast, and I can't even get a whiff of an acceptance. I'd even be happy with a 'revise and resubmit.' I can't draw flies with this thing. Why, I have to punch a few air holes in the envelope just so this dog can breathe in the mail. How about it? There must be *someone* out there who covets trivial gibberish?"

From a graduate student:

"I got this great idea, see. Like, I came up with this way to test the difference between two means. It's like this: you take the variation between the two groups and divide it by the variation within. I call it analysis of variation, or the *V* test. This paper tells about it. There are no references cited in my paper because there is nothing in the literature related to my idea. I'm the first person to think of it. When do I get my reprints?"

Well, I believe I have offended just about everyone I can think of. Barring my untimely dismemberment I will leave you until next time. Remember, when reading our latest efforts to kick back the frontiers of ignorance, follow the lawyers' advice: always read the fine print.

Paradigms for the Empirical Validation of Common Proverbs

Ira J. Morrow
Pace University

In 1983 we were commissioned by the government to determine the degree of validity of proverbs, adages, truisms, and platitudes. We initially grappled with the question, "Do blondes indeed have more fun?" In the Spring of 1983 we published our initial findings which indicated that several other personality and demographic factors moderate the relationship between hair color and the quality of life. Understandably our findings created quite a stir in the scientific and hair-care communities. The government then generously agreed to fund an intensive research program focusing exclusively on the validation of common proverbs.

We promptly plunged into an intensive study of the question, "Is a bird in the hand really worth two in the bush?" We decided to investigate the validity of the proverb in several ways.

A. The Field Study

We asked a random sample of 1,200 people in the Times Square area in New York the question, "Do you think that a bird in the hand is worth two in the bush, or do you think that a bird in the hand is worth more or less than two in the bush?" Interviewer-respondent dyads were randomized for sexual and racial matching. Results indicate that 1,188 people refused to answer the question (although 63 of these people dropped some change into the palms of our interviewers and five individuals responded, "I gave at the office" and hurried away). Four people responded with incomprehensible grunts. Six people answered with profanity or threats of violence. One person propositioned an interviewer, and another person (an elderly white female carrying two shopping bags full of stale bread crumbs) answered, "Why certainly" and locomoted away.

B. The Laboratory Study

Since the results of the field study were inconclusive, we decided to move our study into the more carefully controlled environment of the University's psychological laboratory. A room with two doors, one marked "Bird in the Hand" and the other marked "Two in the Bush"

functioned as the experimental setting. One additional door marked "Exit" was used as a control. These doors were each painted yellow and were uniform in size. The cardboard signs, also of uniform size, were block-lettered in black with each letter measuring five inches by three inches. Three separate experiments were conducted in this setting.

In experiment one, six-hundred college sophomores enrolled in introductory psychology were individually brought into the room by an attendant wearing a white laboratory coat. These subjects were told to sit in a chair which was placed so that it was equidistant from all three doors. They were then given the following instructions by the attendant:

"Please use any door that you wish and that which is indicated on the door's sign will be yours."

In actuality there was nothing at all behind the doors, except of course for the "Exit" door which led to a hallway and eventually a staircase. The attendant continued by saying:

"You will be given up to two minutes to make your decision."

The attendant remained in the room with a stopwatch. Results indicated that each of the six-hundred subjects chose the "Exit" door within a maximum of six seconds.

In the second experiment the procedure was essentially the same as the procedure followed in experiment one, except that after seeing the subject to the chair the attendant simply left the room (through the "Exit" door) without saying a single word to the subject. The attendant then observed the subject through a remote TV console that had been installed especially for this study. It was felt that this "unobtrusive" observational technique would allow for greater freedom and self-expression on the part of the subject. Among the seven-hundred and twenty subjects, the following behavioral responses were recorded:

Response	
Random looking around	720
Looking at watch	698
Nail-biting, floor-pacing	604
Looking at "bird in hand" door	720
Looking at "two in bush" door	720
Giggling, humming, muttering	604
Opening "bird in hand" door first	360
Opening "two in bush" door first	360
Opening "Exit" door first	0
Leaving room through "Exit" door	720
Average time to first door-opening	2 minutes and 23 seconds
Average time to leaving room	3 minutes and 2 seconds

In experiment three, 412 white albino rats were placed sequentially on the chair and observed through the remote TV console. The following behavioral responses were recorded:

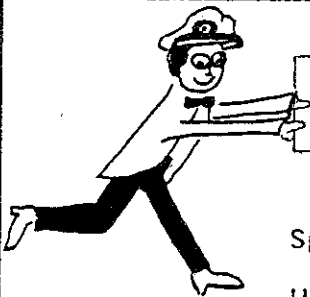
Response	Frequency
Random looking around	412
Looking at watch	0
Nail-biting, floor-pacing	412
Looking at "bird in hand" door	412
Looking at "two in bush" door	412
Giggling, humming, muttering	0
Opening "bird in hand" door first	0
Opening "two in bush" door first	0
Opening "Exit" door first	0
Leaving room through "Exit" door	0
Leaving room through a small hole in the wall	412
Average time to leaving room	1 minute and 28 seconds

The different pattern of behavior observed indicated rather startling inter-specie differences which are as yet unexplained. One obvious interpretation is that the rats are more readily capable of making a definite decision and of acting upon the decision than are their human counterparts. However, other variables related to decision-making ability, such as intelligence, maturity, ego-strength, and self-esteem, could well account for the obtained difference in decision-making ability. This is certainly a problem which warrants further careful research.

Incidentally, a member of our research staff suggested that inter-specie behavioral response differences may be partially explained by the fact that rats may find it difficult to open doors. Taking this insight to heart we designed a T-maze in which to one goal was attached a "bird in the hand" block-lettered sign, while to the other goal was attached a "two in the bush" sign. These signs were alternated from right to left goals on successive runs. Five-hundred and forty rats were placed in the maze. Two-hundred and seventy-two rats were observed to run to the "bird in the hand" sign and two-hundred and sixty-eight rats ran to the "two in bush" sign.

Our research clearly indicates that there is no evidence of a difference in preference for, and hence value or worth of, a "bird in the hand" or "two in the bush." Each of these "entities" are equally valued—by man and by beast. Hence we can conclude that the proverb is indeed valid. It is with a measure of pride that we now firmly state, "Yes, a bird in the hand is worth two in the bush." But it is with even greater pride that we assert that proverbs need no longer be accepted at face value or on faith alone. We have developed scientific techniques which enable us to determine with confidence the validity of proverbs which have had a profound

influence on the course of our lives. By demystifying proverbs, by placing our belief in their efficacy on a more rational footing, we hope to redirect human destiny away from the inhibitions engendered by superstitions, toward the freedom provided by scientifically-derived empirically-based knowledge.



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A Little Knowledge . . .

Lawrence S. Kleiman

University of Tennessee at Chattanooga

Interviewer: Hello, Mr. Jones. Welcome to County Hospital. I'm Mr. Smith, the Personnel Director.

Applicant: You can call me Billy Bob.

Interviewer: O.K., Billy Bob. I just received all of your application material. I see you dropped out of school in the eighth grade, and have been working as an ice-cream scooper at Baskin Robbins for the past six years. Are you applying for the maintenance opening we have?

Applicant: No sir. I wanna be a surgeon.

Interviewer: That's preposterous. You're not qualified to be a surgeon.

Applicant: That's what I used to think. But now I realize I am qualified. You see, my family was very poor. And when my daddy died last spring, all he left me was the *Handbook of I-O Psychology*. It took me quite some time to read it (lots of big words to look up), but when I was done I realized I was qualified to be a surgeon.

Interviewer: That's ridiculous. You don't even have a high school degree.

Applicant: Well, according to the *Griggs* decision, a high school degree can't be used as a prerequisite unless it's job-related. Do they teach you surgery in high school?

Interviewer: Well, no, of course not. But you do learn about surgery in medical school. You haven't attended medical school, have you?

Applicant: Well, I took those whatchmacallits, Med Boards, but I failed. But I figure that the test discriminated against me.

Interviewer: How did you arrive at that conclusion?

Applicant: Well, you see, the test had an adverse impact against my minority group (you know—illiterate ice cream scoopers). The AMA cannot produce any data showing the test to be job-related. Heck, they can't even empirically justify the cut-off score.

Interviewer: That may be true, but the fact remains you didn't attend medical school, and therefore, I cannot hire you as a surgeon!

Applicant: It appears to me that if you didn't hire me, you would be perpetuating a past discrimination. That's illegal, isn't it?

Interviewer: I suppose. I mean—Listen, you have no relevant experience. I can't hire a surgeon with no experience.

Applicant: I was concerned about that myself for awhile. Then I read the chapter on job analysis. Afterwards, I analyzed my job as ice cream scooper using the PAQ. I sent the results to Purdue for analysis (isn't he that chicken fella?) Anyhow, the results indicated that my job is in the same family as police officer, housewife, TV game show host, tap dancer, and surgeon. In fact, that's when I first got the idea that I was qualified to be a surgeon.

Interviewer: This is getting absolutely ridiculous. You've presented no evidence that you have the ability or qualifications to be a surgeon.

Applicant: I passed the test and got a license. How's that for proof of ability?

Interviewer: You mean to tell me that you are a licensed surgeon?

Applicant: No, silly, I'm talking about my driver's license. I passed my driver's test and received my license.

Interviewer: That test has no validity.

Applicant: I beg your pardon! See that stamp on my license. That means it's been validated.

Interviewer: But what does a driver's license examination have to do with a surgeon's job?

Applicant: I'm surprised at you! Don't you keep up with the latest research findings in your own field? There's some Schmidt Hunter (I'm not sure what a Schmidt is, or why anybody would want to hunt one) who claims he's proven that any test is valid for any job, in any place, at any time.

Interviewer: Well, I didn't want to tell you this, but your application package contains a very negative recommendation from your boss at Baskin Robbins. He says you're totally unreliable.

Applicant: There you go again! Don't you read any personnel journals? Everybody knows that letters of recommendation have no validity. Besides, his evaluation of me is subjective, not behaviorally-based, and there was no thorough analysis!

Interviewer: O.K. You win. I'll hire you.

Applicant: Great. My daddy told me that book would come in handy. Say, what are you doing this weekend? Do you want to go Schmidt hunting with me?



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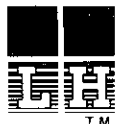


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A Compendium of Frequently Used Measures in Industrial/Organizational Psychology

Kenneth P. De Meuse
Iowa State University

Job involvement, organizational commitment, and employee alienation are psychological constructs most of us have encountered in our practice of industrial/organizational psychology. Either we deal with them routinely as part of our consulting and research activities, or (what may be more likely) we can vaguely recall reading about them in a journal article or management text. For example, if asked to measure job involvement, many of us would experience a similar reaction: I know (think?) a job involvement instrument exists but where is it!! Many of us would not know exactly *what* the name of the instrument is or *where* to locate it.

During the past three decades, several organizational measures have been developed and are now widely used to assess employee attitudes and perceptions, as well as organizational processes such as leadership and communication. The purpose of this article is to present frequently used organizational measures for some of the more traditional constructs in industrial/organizational psychology. For each measure listed, a corresponding reference is cited. This reference (a) discusses how the measure was developed, (b) provides a description of the items included on the instrument, and (c) furnishes an initial evaluation of the psychometric qualities of the instrument. It is hoped that the compendium will serve as a starting point for individuals if they should require the assessment of a given construct.

The compendium was compiled by examining the "Dependent Measures" section of *Journal of Applied Psychology* articles published during the last 10 years. Measures cited three or more times were included, with two exceptions. First, if a measure assessed a unique organizational aspect that other measures did not, it was included even though it may have been employed only once or twice (e.g., Gordon et al.'s Union Commitment Scale, Zohar's Safety Climate Questionnaire). Second, newly developed measures were also included (e.g., Campion & Thayer's Multimethod Job Design Questionnaire).¹ Of course, frequency

¹Measures used to assess applicant characteristics (e.g., mental aptitude tests, personality inventories) are not included here. Several other sources presently exist for those measures (cf. Anastasi, 1982, pp. 670-682; McCormick & Ilgen, 1980, pp. 452-454).

of use alone does not ensure instrument validity or reliability. Consequently, the reader is encouraged to refer to texts which specifically review organizational measures (cf. Robinson, Athanasiou, & Head, 1969) and pursue follow-up research articles investigating the psychometric merits of these measures before using them.

The following compendium presents 50 measures addressing 12 different psychological constructs. In addition, six instruments assessing labor union-related issues and 15 instruments measuring a variety of work-related topics are presented. The compendium is not exhaustive; nor does the author endorse any one measure simply because it is included. Ideally, a handbook of industrial/organizational measures will be developed in the future. Such a handbook could be patterned after Buros' classic *Mental Measurements Yearbook* series. Administration requirements, psychometric data, copyright costs (if any), and whom to contact to obtain the measure could be incorporated in such a reference.

Employee Alienation

- Job Alienation Scale Pearlín (1962)
- Indices of Alienation Aikin & Hage (1966)

Employee Needs (e.g., achievement, affiliation)

- Thematic Apperception Test McClelland et al. (1953)
- Miner Sentence Completion Scale Miner (1964)
- Prestatic Motivation Test Hermans (1970)
- Manifest Needs Questionnaire Steers & Braunstein (1976)
- Job Choice Exercise Harrell & Stahl (1981)

Group-level Attitudes and Perceptions

- Group Cohesiveness Scale Seashore (1954)
- Group Cohesiveness Measure Stogdill (1965)
- Morale Scale Scott (1967)

Job Involvement

- Central Life Interest Questionnaire Dubin (1956)
- Job Involvement Scale Lodahl & Kejner (1965)
- Job and Work Involvement Scales Kanungo (1982)

Job Satisfaction

- Job Satisfaction Blank Hoppock (1935)
- Brayfield-Rothe Index of Job Satisfaction Brayfield & Rothe (1951)
- General Motors' Faces Scale (male version) Kunin (1955)
- Porter's Need Satisfaction Questionnaire Porter (1962)
- Index of Job Satisfaction Kornhauser (1965)
- Minnesota Satisfaction Questionnaire Weiss et al. (1967)

- Job Descriptive Index
- General Motors' Faces Scale (female version)

- Smith et al. (1969)
- Dunham & Herman (1975)

Job/Task Complexity

- Job Diagnostic Survey
- Job Characteristic Inventory
- Multimethod Job Design Questionnaire

- Hackman & Oldham (1975)
- Sims et al. (1976)
- Campion & Thayer (1985)

Leadership

- Supervisory Behavior Description Questionnaire
- Leader Behavior Description Questionnaire
- Leadership Opinion Questionnaire
- Leader Behavior Description Questionnaire-XII
- Least Preferred Co-worker Scale
- Group Atmosphere Scale
- Leader-Member Exchange Scale

- Fleishman (1953)
- Stogdill & Coons (1957)
- Stogdill & Coons (1957)
- Stogdill (1963)
- Fiedler (1967)
- Fiedler (1967)
- Graen & Cashman (1975)

Organizational Climate

- Organizational Climate Questionnaire
- Business Organization Climate Index
- Creativity Climate Measure
- Siegel Scale of Support for Innovation
- Safety Climate Questionnaire

- Litwin & Stringer (1968)
- Payne & Pheysey (1971)
- Taylor (1972)
- Siegel & Kaemmerer (1978)
- Zohar (1980)

Organizational Commitment

- Ritzer and Trice Scale
- Hrebiniak and Alutto Scale
- Organizational Commitment Questionnaire

- Ritzer & Trice (1969)
- Hrebiniak & Alutto (1972)
- Porter et al. (1974)

Organizational Communication

- Organizational Communication Questionnaire

- Roberts & O'Reilly (1974)

Perceived Stress

- Schedule of Recent Experiences
- State-Trait Anxiety Inventory
- Work Stress Scale
- Life Experiences Survey
- General Health Questionnaire
- Burnout Measure

- Holmes & Rahe (1967)
- Spielberger et al. (1970)
- Caplan et al. (1975)
- Sarason et al. (1978)
- Goldberg & Hillier (1979)
- Pines & Aronson (1981)

Role Ambiguity and Conflict

- Job-Related Tension Index
- Job-Related Strain Index
- Lyons' Measure

- Kahn et al. (1964)
- Rizzo et al. (1970)
- Lyons (1971)

Beehr's Measure	Beehr (1976)
Union-related Measures	
Union Attitude Questionnaire	Uphoff & Dunnette (1956)
Union and Management Attitudes Toward Each Other	Stagner et al. (1958)
Attitudes Toward Collective Bargaining Scale	Feuille & Blandin (1974)
Attitude Toward Work Scale	Hamner & Smith (1978)
Union-Management Relationships Scale	Biasatti & Martin (1979)
Union Commitment Scale	Gordon et al. (1980)
Miscellaneous Measures	
Attitudes toward female employees	
Attitudes Toward Women Scale	Spence et al. (1973)
Women as Managers Scale	Peters et al. (1974)
Cognitive complexity	
Role Constructs Repertory	Bieri et al. (1966)
Least Preferred Co-worker Scale	Fiedler (1967)
Locus of control	
Rotter Internal-External Scale	Rotter (1966)
Machiavellianism	
Machiavellianism Scale	Christie & Geis (1969)
Protestant work ethic	
Blood's Protestant Work Ethic Scale	Blood (1969)
Mirels-Garrett PE Scale	Mirels & Garrett (1971)
Survey of Work Values	Wollack et al. (1971)
Self-esteem	
Adjective Check List	Gough & Heilbrun (1956)
Rosenberg Self-Esteem Scale	Rosenberg (1965)
Tennessee Self Concept Scale	Fitts (1965)
Coopersmith Self-Esteem Inventory	Coopersmith (1967)
Social desirability	
Marlowe-Crowne Social Desirability Scale	Crowne & Marlowe (1964)
Type A personality	
Jenkins Activity Survey	Jenkins et al. (1979)

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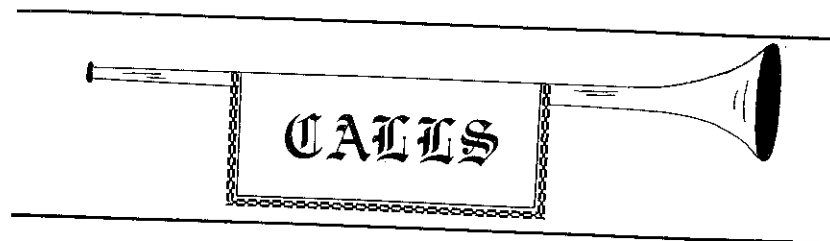
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PRINCIPLES FOR THE VALIDATION AND USE OF PERSONNEL SELECTION PROCEDURES

SECOND EDITION

Division 14's Executive Committee has adopted the *Principles for the Validation and Use of Personnel Selection Procedures (second edition)* as the official statement of the division concerning procedures for validation research and personnel selection. Bill Owens and Mary Tenopyr were co-chairs responsible for this edition; an advisory panel of 24 experts participated in the revising and updating of the 1975 *Principles*. The purpose of this new edition is to specify principles of good practice in the choice, development, and evaluation of personnel selection procedures.

Copies can be obtained from the Secretary-Treasurer (address on back cover). The price schedule is: \$4.00 each for 1-9 copies, \$2.50 each for 10-49 copies, and \$2.00 each for 50 copies and up. Make checks payable to the **Society for I/O Psychology**.



Psychologists seeking full-time employment in 1986 may register now with the nonprofit Placement Service of the Eastern Psychological Association. The EPA Annual Meeting is in Manhattan on April 17-20, 1986, where Ph.D. and masters-level applicants can meet personally with East-coast employers seeking to fill academic, clinical, or industrial positions. EPA registration deadline is *February 14, 1986*, so send soon for a registration form: **Dr. H. Takooshian, Div. Social Sciences, Fordham Univ. #916, New York, NY 10023.**

THE AMERICAN PSYCHOLOGICAL FOUNDATION INC. DISTINGUISHED TEACHING IN PSYCHOLOGY AWARD

The American Psychological Foundation has established an annual "Award for Distinguished Teaching in Psychology." Nominations of candidates for the 1986 award are now invited. The award includes a check for \$1,000 and an all-expense paid trip to the APA Convention.

The Committee will consider nominees who fit one or more of the following guideline areas:

1. Demonstrated influence as a teacher of students who became outstanding psychologists;
2. Development of effective teaching methods and/or teaching materials;
3. Engaged in significant research on teaching;
4. Development of innovative curricula and courses;
5. Outstanding performance as a classroom teacher;
6. Being an especially effective trainer of teachers of psychology;
7. Outstanding teaching of advanced research methods and practice in psychology;
8. Responsible for administrative facilitation of outstanding teaching.

Because the award is to be presented at the APA annual convention in August, 1986, nominations must be sent to the Committee by March 15, 1986. *Renominations are appropriate and will be reviewed without prejudice.* The Committee's decision will be made by June 1, 1986.

A nomination form and a statement of the guidelines and suggestions for documentation are attached. Additional copies of these forms may

be obtained by writing to the Chair of the Teaching Award Committee. In order to facilitate communication and the handling of nominations, an individual sponsor should be designated for each nominee.

A person may be nominated even though detailed documentation may not be available to the nominator; however, the *nominator should make every effort to provide the necessary supporting information*. In cases where documentation is unavailable, such information will be solicited from the nominee's home department.

Please send inquiries and nominations to:

Chair, APF Teaching Award Committee
c/o Adele Schaefer
1200 Seventeenth Street, N.W.
Washington, D.C. 20036

SOCIETY GETS NEW ADMINISTRATIVE ASSISTANT

Ann Howard

December 20, 1985 was Deborah Evans' last day as the Society's Administrative Assistant. Deborah has launched full-time into a Masters program in the University of Maryland's School of Recreation, with a joint major in Outdoor Recreation and Travel and Tourism. She recently acquired a research assistantship in the department and is aspiring towards a position with the National Park Service.

While working for the Society, Deborah coped admirably with all the uncertainties of a new position. We are grateful for her conscientious performance and cheerful support in a role that has quickly become invaluable for our organization. Many thanks, Deborah, and good luck in your new career!

Once again the Society is very fortunate to welcome a highly qualified individual into its administrative function. Jennifer Ireland has assumed the joint position as the Society's Administrative Assistant and secretary for the I/O Psychology group at the University of Maryland.

Jenny spent her childhood years in Chapel Hill, North Carolina, but moved to Maryland as a teenager, where she has remained since. After earning her Bachelors degree in English from the University of Maryland, she joined the public high school system in Montgomery County. There she served as an English composition assistant, grading compositions and tutoring students.

After two years experience there, she decided to make a career change into secretarial work. She spent one year with the Counseling Psychology group at the University of Maryland but left for a position with the Regional Center for Infants and Young Children, a nonprofit organization. A new kind of psychology awaited her when she returned to the University of Maryland and joined the I/O group.

In her spare time Jenny enjoys reading and cooking and is learning to sew. She and her husband also indulge in a little camping when the weather permits.

The Society has tried to make the Administrative Assistant's job more professional by its recent purchase of a 20 megabyte personal computer and near-letter quality dot matrix printer. Jenny worked with a PC on her job at the Regional Center and knows Wordstar, our word processing package. The PC will be particularly valuable for mailing lists and record-keeping.

Said Jenny of her new job, "I'm very happy to be in this position, especially because of the nice group of people I work with. I'm also curious to learn more about the field of Industrial/Organizational Psychology." To that we can only add, "Welcome Jenny!"

CALL FOR NOMINATIONS

Leadership Citation of the Committee on Women in Psychology

The APA Committee on Women in Psychology (CWP) invites nominations for CWP's Second Annual Leadership Citation. The Committee on Women in Psychology will present up to three citations per year to individuals who are judged to have made outstanding leadership contributions to women in psychology, congruent with CWP's goal to ensure that women achieve equality as members of the psychological community.

CWP will accept nominations in two categories:

Emerging Leaders—Persons who have worked less than 10 years after the Ph.D. degree, who have made a substantial contribution to women in psychology, and who show promise of an extensive career influence.

Established Leaders—Persons who have worked for 10 or more years after the Ph.D. degree, who have had a longstanding, continued, and cumulative influence on women's issues and women's status, and who are recognized leaders in their area of expertise.

All nominations must include a brief statement of support for the nominee (500-word maximum), a curriculum vita, and the names of three individuals who have been asked to send reference letters. Current members of the Committee on Women in Psychology and current APA headquarters staff are *not* eligible for the award. Recipients will be selected by CWP in June and announced at the CWP's Network meeting

at the 1986 APA convention. Individuals selected to receive a citation will be presented with a plaque recognizing their leadership.

Nominations should be forwarded to the **Women's Programs Office, American Psychological Association, 1200 Seventeenth Street, N.W., Washington, DC 20036.** *The deadline for nominations is April 1, 1986.*

CALL FOR AWARD NOMINATIONS

The Organizational Behavior Division of the Academy of Management announces its annual call for nominations for its "New Concept Award" and for its "Showcase Study Award." Both awards will be presented to publications appearing during the 1985 calendar year in recognized periodical outlets such as journals and research annuals that are generally available to division members. Recipients of the award need not belong to the Academy of Management.

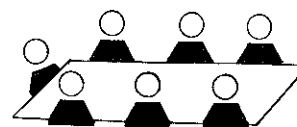
The New Concept Award is given for the most significant non-empirically based publication, and the Showcase Study Award is given for the most significant empirically-based publication, on issues of importance in organizational behavior. Papers nominated for the New Concept Award will be judged specifically with regard to their extent of contribution to the advancement of theory and/or method in organizational behavior. Papers nominated for the Showcase Study Award will be judged in terms of conceptualization, operationalization, and data analysis.

Each Academy of Management member may nominate one publication for either or both awards, but no member may nominate more than one publication per award. Nominations should be written by letter and include (a) a rationale justifying receipt of the award of the nominee(s), and (b) a full bibliographic citation of the nominated work(s). Self-nominations will not be accepted.

The award winners will be announced at the August 1986 National Academy meeting in Chicago during the OB Division's business meeting and will be presented a certificate of recognition.

Members of this year's Award Review Panel are: Cynthia Fukami, Ricky Griffin, Ellen Jackofsky, Susan Jackson, Gary Johns, Bob Lord, Maggie Neale, Walter Nord, Larry Peters (Chair), and Ellie Weldon.

All nominations should be sent to: **Lawrence H. Peters, Department of Management, M. J. Neeley School of Business, P. O. Box 32868, Texas Christian University, Fort Worth, TX 76129.** To receive consideration, material must be postmarked no later than March 31, 1986.



Committees

State Affairs

Bill Howell and Ron Downey

As you have undoubtedly read in previous issues of **TIP** (or elsewhere in this one), the ubiquitous debate over regulation of professional practice in psychology is heating up again. It is somewhat analogous to the debate over arms control—we have heard so much talk about it for so long, especially during election years, and so little has happened as a result, that we tend to ignore it. We do our thing and let the politicians do theirs.

What you may not realize is that the analogy no longer fits. Unless I missed something in reports on the recent Summit, we're not a whole lot closer to arms control than we were before. We are, however, *very much* closer to some fairly dramatic and far-reaching changes in the rules that govern *who* can practice psychology, *what* that practice consists of, and *how* one establishes the necessary credentials. We could start seeing these changes as early as 1987. The important thing is that from the perspective of the Society the changes could represent either a substantial improvement over the existing situation or a substantial setback depending on what happens to several APA initiatives that are currently in the mill. Primarily, they involve *definition of practice*, *requirements for licensure*, and a revised *model licensing law* that the states would be encouraged to adopt.

This is not the place to discuss the particulars of these initiatives except to say that the Society is working on several fronts to see that the concerns of I/O psychology are recognized. One of these fronts is the State Affairs Committee. Our role is to do what we can to influence the regulation process at the level of individual states. This year, for example, we circulated copies of the Society's policy on licensure to the Licensing Boards in all states where the law is currently under review. We also tried to get the message to the State Associations and other places where it might do some good, but except for those states in which we already had active I/O representation, the response was not very encouraging. Of

course, part of the problem is that a lot of states are waiting to see what APA's position is going to be: they are postponing major changes in order not to be totally out of step when the stone tablets arrive from the Mount. That's one reason why the current APA initiatives are so important to us.

Our next big move depends on what the stone tablets say. If APA's position is congenial to that of the Society, then our job is simply to become evangelists, spreading the gospel and making converts wherever we can. If it is not, *all* is not lost, but our job becomes infinitely harder. We then will be obliged to fight the good fight in the trenches of each state's political battlefield. It will take a concerted, dedicated effort designed to win small victories on the level of specific provisions in state laws and Board rules for I/O's interests to be protected.

Either way, we'll need all the help we can get from Society members in the various states. As any good OD practitioner knows, outside intervention can only do so much. Therefore, we continue our longstanding appeal for *everyone* to become more involved (at least aware, preferably active) in the regulatory process in his/her state. The State Psychological Association is usually at its core. In addition, depending on how things go over the next year or so, we may be calling on you personally to help in letter-writing campaigns, telephoning, or whatever is necessary to insure that you continue practicing, researching, teaching, or whatever it is that you do in relative peace. We can't do much about the arms race, I'm afraid, but we can protect ourselves against statutory annihilation.

Division 14 External Affairs Subcommittee International Report

Ramon M. Henson

We recently heard from representatives of two international organizations on their activities. First, from the I/O Psychology Section of the Canadian Psychological Association, Vic Catano reports that attendance at the I/O events during the June meeting in Halifax of the CPA was the largest in recent memory. Frank Schmidt's invited symposium address was very well received, and over 30 people attended both the I/O Section Business Meeting and the following dinner. The new officers of the I/O Section are: Vic Catano (Chair), Andy Peacock (Program Coordinator) and Steven Norman (Secretary-Treasurer). Vic and John Tivendell are developing a proposal for a special issue of the Canadian Psychologist devoted to I/O Psychology. Next year's convention will be in Toronto.

Ed Fleishman and Pete Weissenberg want to remind Division 14 members of the July, 1986 21st International Congress of Applied Psychology to be held in Jerusalem. They anticipate a total of 3000 psychologists will attend the program, which runs from July 13 through 18 and is sponsored by the International Association for Applied Psychology. According to Ed, the Division of Organizational Psychology has organized an extensive and stimulating program. Some Division 14 members continue to be active in IAAP. Ed Fleishman serves as Past President, while Harry Triandis is the current International Vice President. Pete Weissenberg serves as Secretary-Treasurer of the Division of Organizational Psychology, Bernie Bass is the Past President of the Division and Peter Drenth from the Netherlands is the current President.

Frontiers Series

Benjamin Schneider

A problem with being the President of our Society is that you rarely get to see the fruits of your labors during your presidency. A case in point is our Frontiers Series, published by Jossey-Bass, and edited by Ray Katzell. The Frontiers Series was conceived during the reign of Dick Campbell, nurtured on by Milt Hakel, and pushed along by yours truly. During whose regime will the first volume emerge triumphant? Irv Goldstein, of course!

Yup, the first volume will be out in May. Titled *Career Development in Organizations*, it has been edited by Tim Hall, contains 10 chapters by some of the best career brains around, explores both theory and practice, and dances around informatively on some of the edges of work careers. For example, issues like leisure and some implications of the future for the development and management of work careers are considered. I'm not sure how Tim was able to assemble this great group of people to write freebie chapters for the book he edited as a freebie, but here are the contributors with their chapter titles:

1. Manuel London and Stephen Stumpf writing on "Industrial and Organizational Career Development in Changing Times."
2. Thomas G. Gutteridge writing on "Organizational Career Development Systems: The State of the Practice."
3. Donald E. Super writing on "Life Career Roles: Self-realization in Work and Leisure."
4. Douglas T. Hall writing on "Breaking Career Routines: Mid-career Choice and Identity Development."

5. Kathy E. Kram writing on "Mentoring at Work."
6. Frank J. Minor writing on "Computer-based Career Planning Systems."
7. Robert F. Morrison and Roger R. Hock writing on "Career Building: Learning From Cumulative Work Experiences."
8. Richard J. Campbell and Joseph L. Moses writing on "Successful Career Management Programs in Organizations."
9. Edgar H. Schein writing on "A Critical Look at Current Career Development Theory and Research."
10. Douglas T. Hall writing on "Career Development in Organizations: Where Do We Go From Here?"

Quite a cast of characters! What is really so terrific about the Series is that, as with all of our other activities in the Society, committee persons have taken up a challenge and brought it to resounding fruition. What is different about the Series is that it represents a coordinated effort on the part of our Society to carry out our educational function through other than conferences and workshops; it makes us a whole professional society and lends legitimation to our position in the world of professions. It is not our first endeavor into publishing (the methodology series published by Sage for us is), but this first Volume represents the first of a continuing Series—and that is indeed a first. The purpose of the Series is to enhance the Society's contributions to the science of I/O Psychology; by doing this we enhance I/O Psychology.

The Board of Editors for the Series is a who's who of I/O: Irv Goldstein, Ed Fleishman, Dick Campbell, John Campbell, Richard Hackman, Lyman Porter, and Vic Vroom. Indeed John and Irv are currently in the planning stages for the next two volumes (Productivity, and Training, respectively).

So, you say, where can I see the Hall Careers Volume? Galleys, cover, etc. will be available in Chicago for the First Annual Conference. You think there is something magical about the first Volume in the Frontiers Series emerging at our First Annual Conference? Come to Chicago to experience the magic. Visit the Jossey-Bass booth to see our success. And then drink a toast to Dick Campbell for starting us down this path.

JOB OPENINGS?

Contact the Business Manager to advertise in *TIP*. **Michael K. Mount, Dept. of Industrial Relations and Human Resources, University of Iowa, Iowa City, Ia. 52242 (319-353-4351).**

Education and Training Committee

Eugene F. Stone, Chair

The Education and Training Committee is currently working on three projects; these are:

1. Updating of the *Survey of Graduate Training Programs in Industrial/Organizational Psychology and Organizational Behavior*. This project is a carry-over from the 1984-1985 period. Completion of the project has been delayed because the heads of a number of graduate level training programs in the fields of industrial/organizational psychology and organizational behavior have not provided the committee with information about their programs. Unfortunately, this will result in some programs not being listed in the revised *Survey*.

By the time this issue of *TIP* is published, copy for the revised *Survey* should be at the printers. Individuals who would like a complimentary copy of it should write the **Administrative Assistant of the Society, Ms. Deborah K. Evans, Department of Psychology, University of Maryland, College Park, MD 20742.**

2. Consortium for Doctoral Students in Industrial and Organizational Psychology. Ralph Alexander is heading a subcommittee that is responsible for the Society's Consortium for Doctoral Students in Industrial and Organizational Psychology. Present plans are for it to take place on the day before the start of the annual conference of the American Psychological Association. Planned consortium activities include two concurrent morning sessions, a luncheon, two concurrent afternoon sessions, and a cocktail party. Registration will be limited to about 60 doctoral students. Further details about the consortium can be obtained from **Ralph Alexander, Department of Psychology, University of Akron, Akron, Ohio 44325.**

3. Respecialization in Industrial and Organizational Psychology. In each of the past several years, members of the Education and Training Committee have been contacted by individuals wanting information about respecialization-oriented training in Industrial and Organizational Psychology. Unfortunately, members of the committee have not been able to provide much information about programs that offer such training, because no document currently exists that details the number, nature, location, requirements, and so forth of respecialization programs. To remedy this deficiency, the committee is preparing a questionnaire that will be mailed to the heads of programs that offer respecialization-oriented training in Industrial and Organizational Psychology. The questionnaire will be used to gather information about such items as the

current demand for I/O respecialization training, the admission standards of respecialization programs, and the content of such programs. The same information will serve as the basis for a report dealing with respecialization-oriented training in I/O. Our target is to complete work on this report by July or August of this year. Individuals having views on respecialization training in I/O (e.g., program heads, faculty, and those who have participated in respecialization-oriented training) are encouraged to write **Eugene F. Stone, Department of Psychology, Virginia Polytechnic Institute and State University, Blacksburg, VA 24061.**

Scientific Affairs

Linkup

Paul R. Sackett

This is the third issue of **TIP** to feature this new column, the goal of which is to encourage collaborative research between I/O psychologists in academia, industry, government, and consulting.

This is an opportunity for I/O psychologists to seek research collaborators and/or research sites, and to offer access to research opportunities.

This issue's listings:

1. I am interested in studying the impact of computerized manufacturing automation (CAD/CAM, robotics, etc.) on job satisfaction, organizational commitment, stress, perceived job security, perceived worker influence, and job characteristics. I would like information about potential research sites and would also appreciate receiving information about any unpublished quantitative or qualitative research on the subject. Please contact: **Katherine J. Klein, Department of Psychology, University of Maryland, College Park, Maryland 20742. Phone: 301/454-5658.**

2. Ever wonder what behaviors distinguish effective from marginally effective managers? Have found a category which does: Performance Monitoring (obtaining performance information) particularly work sampling (observing employees at work, examining products). Interested in examining subordinates' subsequent behaviors which probably enhance supervision process. Would like to videotape superior-subordinate interactions on the job. Code ready. Please contact: **Judith L. Komaki, Department of Psychology, University of Maryland, College Park, Maryland 20742. Phone: 301/454-5473.**

We'd like to see this column become a successful regular feature in **TIP**; please consider submitting a listing for the next issue; the deadline is March 15. Please send Linkup submissions to **Paul R. Sackett, Department of Psychology, University of Illinois at Chicago, Box 4348, Chicago, IL 60680 312/996-3031.**

Testing Issues Committee

Your T. I. Committee has been chiefly occupied with the revision of the "Principles for the Validation and Use of Personnel Selection Procedures." The Writing Subcommittee has produced a first draft which is now in the hands of the Expanded Committee for comment before Christmas. It is hoped to have a second draft ready for submission to the February meeting of the Executive Committee. The membership will have an opportunity to provide their reactions at a somewhat later date. Interim comments regarding either the "Principles" or the process of revision should be addressed to Neal Schmitt at Michigan State.

The T. I. Committee has also developed a statement detailing the Division 14 position vis-a-vis the use of the polygraph in employment testing.

Significant Trends for I/O Consulting Professionals Affairs Subcommittee

Barry A. Friedman

Cary Cherness

Hannah Hirsh

Andy Imada

The Professional Affairs Committee has conducted a study to better understand trends that will impact the effectiveness of Industrial/Organization Psychologists as consultants in the next five years. The objectives of the study are to determine what knowledge, skills and abilities will be needed by I/O consultants, describe managerial and organizational trends that are important for effectiveness, and make recommendations regarding training and continuing education.

The committee selected Industrial/Organizational Psychologists that possess considerable consulting prominence and experience. Twelve (12) consultants were sent questionnaires and interviewed in depth to ascer-

tain their views and experiences regarding the above.* Several of the consultants were principals of large firms, and others were independent consultants or members of small firms. Four of the consultants are ABPP members. These consultants had an average of ten years consulting experience in such diverse settings as government, manufacturing, finance, banking, insurance, organized labor and retail. The consultants' specialties included QWL, labor relations, selection and placement, assessment centers, training and development, job analysis and organizational development.

Significant Trends

Corporations are putting more emphasis on productivity in the 1980's. Increased foreign competition, reduced world market share and slow economic growth in general have created pressure to reduce costs and search for new methods to increase productivity. The consultants reported that efforts to reduce costs by reducing staffing levels will create fewer opportunities for internal I/O psychologists while increasing external consulting activity as organizations search for cost effective avenues to address their problems.

New technologies and organizational structures also constitute major trends that will impact consultants' effectiveness in the future. Organization downsizing has resulted in increased responsibilities and skill requirements for lower level managers and supervisors. In the case of employee involvement efforts, the source of ideas for productivity improvement stem from the workers themselves.

Organizations have also stretched themselves across national boundaries in an effort to be competitive. Relative to large organizations, employment growth in small business has increased. The large multinational organization competing in a global economy, as well as small businesses are both increasing markets for consultants.

Consultant Skills

What consultant skills and abilities are critical given this major push to increase productivity? The consultants interviewed in this study reported numerous skills, but the need to improve *problem solving* and *communication* skills, as well as become more *interdisciplinary* were identified by most of the consultants.

The ability to solve complex organizational problems will be increasingly important for consultants in the future. The collection of information to objectively diagnose, the differentiation between the problem presented by the client and the real issues, and the formulation of action plans that are more eclectic will all be critical. In order to accomplish these tasks, consultants will need to draw from knowledge and

disciplines other than I/O psychology. Consultants cannot be bound to any particular method (e.g. behavioral modeling), approach (e.g., training or selection) or statistical technique. Consultants will instead need to develop better diagnostic skills and then choose actions from a diverse array of sources. This expanded perspective will better position consultants to correctly ascertain and meet their client's needs.

Accurate diagnosis and selecting an appropriate corrective action is not sufficient according to the consultants interviewed. Considering the economic conditions already described, the proposed corrective action must be effectively communicated to decision-makers in terms that are tied to the bottom line. Consultant efforts will need to be cost effective and demonstrate an adequate return on investment. Management is more interested in dollar impact than theoretical elegance. Consultants need to think more like business persons and better understand the value system of their clients.

Organization change and innovation is inevitable in a competitive environment. Consultants will be frequently called upon to assist organizations adapt to changing business conditions. Airlines and banking organizations faced with deregulation are not alone in their need to adapt new structures to prosper in a changing environment. Sensitivity to the clients culture and values, installing change mechanisms and encouraging innovation in industries that only five years ago required none are consulting skills that will be increasingly valued by organizations.

As previously mentioned, consultants will need to take a more interdisciplinary perspective to better serve their clients. The consultants reported that economics, accounting, strategic planning, finance, computer application, marketing and labor relations provide additional insight into clients' culture and needs. According to those interviewed in the study, a generalist rather than a specialist orientation will enable consultants to be of greater value to their clients.

Preparation of I/O Consultants

The consultants in this study offered ways to better prepare I/O psychologists to be effective consultants. Graduate programs should encourage applicants from such undergraduate majors as business and engineering, and strive for a better mix of prior organizational experiences. Minor concentrations in business or other disciplines could be required. These recommendations could increase the perspective of new psychologists. Graduate programs could draw more from the business community for both adjunct faculty and symposia.

Internships and apprenticeships that are expected of clinical and counseling psychology programs should also be instituted in I/O programs. Marketing, manufacturing and finance rather than just personnel

departments should be considered for interns to increase their business acumen.

Discrete skills such as marketing one's services, communication, and writing skills addressed in graduate school can serve as a survival kit in consultants' early years. Subject matter areas that require more attention include employee involvement, productivity measurement, microcomputer applications, job analysis, human resource and management succession planning, and retirement and outplacement planning. Training and development activities are seen as important, but models of adult learning and education must be stressed more. Finally, the more applied research in organization settings will increase students exposure to corporate life.

Conclusion

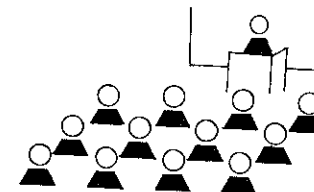
Corporate clients expect consultants to help them increase productivity in a competitive environment. Consultants will need to talk the language of their clients, and successful diagnosis of their needs will require enhanced problem solving and communication skills as well as an interdisciplinary perspective. Several recommendations encompassing graduate school applicant recruiting and selection, course emphasis, internships in organizations and contact with potential client populations were offered by the consultants interviewed in the study. It is expected that these recommendations will better position I/O consultants to be more effective in the future.

*Professional Affairs Committee

Consultants Interviewed

David Campbell*	Center for Creative Leadership
Gini Boehm*	Assessment & Development Associates
Steve Cohen	Assessment Designs
Jerry Kessleman	Felix Lopez Associates
William Byham*	Development Dimensions, Inc.
Michael Maccoby	Project on Tech./Work & Character
Merri-Ann Cooper	ARRO
John Hinrichs*	Management Decision Systems, Inc.
Reginald Goodfellow	Applied Research Consultant
Jim Suzansky	Self Employed
James Kaplan	Thoughtware, Inc.
James Scharf	Office of Personnel Management

Meetings



I/O & OB GRADUATE STUDENT CONVENTION April 25-27, 1986

The psychology graduate students at the University of Minnesota, in collaboration with the industrial relations graduate students at the University of Minnesota, will host the Seventh Annual Industrial/Organizational Psychology and Organizational Behavior graduate student convention. The convention is designed to provide graduate students in I/O psychology, organizational behavior, business, management, and related fields with a forum in which to exchange ideas and information in a supportive environment. Guest speakers, workshops, and graduate student paper presentations will be featured.

Deadline for the submission of graduate student papers is January 6, 1986. For further information contact **VyVy Corpe, Mary Ann Hanson, or Bruce Barge, I/O & O.B. Graduate Student Convention Steering Committee, Department of Psychology, Elliott Hall, 75 East River Road, University of Minnesota, Minneapolis, MN, 55455, phone 612-331-3680.**

SECOND INTERNATIONAL SYMPOSIUM ON HUMAN FACTORS IN ORGANIZATIONAL DESIGN AND MANAGEMENT August 19-21, 1986

The Second International Symposium on Human Factors in Organizational Design and Management will meet in Vancouver, Canada in conjunction with Expo 86. The symposium is sponsored jointly by the International Ergonomics Association, the Human Factors Society, and the Human Factors Association of Canada. A hard cover proceedings is to be published by North-Holland for world-wide distribution. A "Call for Papers" and other information may be obtained from: **Hal Hendrick, Chair, Human Factors Department, Institute of Safety and Systems Management, University of Southern California, Los Angeles, CA 90089-0021, phone 213-743-7915 or 6329.**

21st International Congress of Applied Psychology
Jerusalem, Israel
July 13-18, 1986

The Congress will bring together psychologists from around the world. The scientific program will include symposia, speakers, interactive sessions, and workshops. There will be an active social program, tours, and visits to cultural and social institutions.

Registration fees are reduced for members of the International Association of Applied Psychology.

For information contact Secretariat, 21st International Congress of Applied Psychology, P.O. Box 500006, Tel Aviv 61502 Israel; or Lila Reisman, Kenness International Inc., One Park Avenue, New York, NY 10016 — (800) 235-6400 or (212) 684-2010.

**L'ASSOCIATION DE PSYCHOLOGIE
DU TRAVAIL DE LANGUE FRANCAISE**

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**4TH INTERNATIONAL CONGRESS ON
PSYCHOLOGY AT WORK**

THIS BILINGUAL CONGRESS (FRENCH-ENGLISH) WILL BE HELD IN

MONTREAL

May 5-6-7, 1986

QUEBEC

May 8-9, 1986

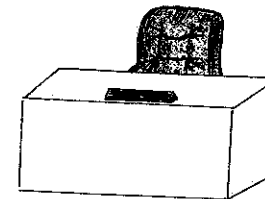
THE MAJOR THEME OF THE CONGRESS IS:
**PSYCHOLOGY AT WORK AND
NEW WORK ENVIRONMENTS**

For information write to:

4th International Congress on Psychology at Work
Association de psychologie du travail
de langue francaise
Ecole des Hautes Etudes Commerciales
5255, Avenue Decelles
Montreal, Quebec
Canada H3T 1V6

Positions Available

Michael Mount



ORGANIZATIONAL RESEARCH PROJECT DIRECTORS. Opinion Research Corporation has several newly-created research positions. The Project Directors selected will work in a fast-paced research environment conducting organizational research for Fortune 500 companies. Organizational research experience, preferably in a consulting environment is required: graduate degree in Industrial/Organizational Psychology or related area preferred. The individual selected will have primary project responsibilities for the conduct of research in such areas as: employee attitude surveys, turnover evaluation, communication audits, employee benefit and compensation studies, and training needs analysis. Candidates must have a demonstrated ability to design and manage research in several of these areas, including proposal writing, data analysis, interviewing, questionnaire design, report writing, data feedback and action planning, and client interface. The individual selected must be capable of dealing with senior executives effectively. Moderate travel is required. Strong salary and benefits package. Excellent career growth opportunities. Send detailed resumé, including compensation requirements to: **D. Roepken, Organizational Research, PDP, Opinion Research Corporation, N. Harrison Street, Box 183, Princeton, New Jersey 08542.** An Equal Opportunity Employer.

REGIONAL ORGANIZATIONAL RESEARCH MANAGER. Opinion Research Corporation is expanding its Regional Offices and is looking for senior research managers to develop and direct Organizational Research efforts in the South, Midwest, and West. The individuals selected will be responsible for expanding ORC's presence in these markets as well as staffing, developing, and managing a research team. The person hired will also have major responsibility for business development in new areas of research. Potential candidates should have a demonstrated history of selling, designing, and managing research in the Organizational/Human Resource arena. A Ph.D. in Organizational Psychology or a related discipline is preferred. The position requires excellent leadership skills,

facility in working with senior management, and moderate travel. Excellent benefits and salary growth opportunities. If you think you meet these qualifications and are interested in an entrepreneurial opportunity, please send your resumé and *salary requirements* to: **Dr. William A. Schiemann, Vice President, Opinion Research Corporation, Box 183, N. Harrison Street, Princeton, New Jersey 08852, Attn: Senior O. R. Opportunity.** An Equal Opportunity Employer.

DIRECTOR OF PERSONNEL AND TRAINING RESEARCH. Fortune 500 company in personal products and health care field seeks Director of Personnel and Training Research for sales force activities. Responsibilities include research program development and implementation in areas of: selection, compensation, training, sales force allocation, sales force activity patterns, and sales force attitude surveys. Research project budget is approximately 1.5 million dollars for contracted survey research. Staff allocation is six professionals with four currently in place. Position interfaces with Division Sales Organization and Division Planning. Position reports to Vice President and Marketing Research in New York metropolitan area headquarters.

Candidate will possess:

- Ten years of progressive experience in environments with responsibility for selection research, training research, and sales force allocation by geographic areas of demand. Experience with previous sales organization is mandatory. (e.g., insurance company, brokerage, etc.)
- Five years of managing research professionals engaged in contracting survey research programs.
- Graduate work completed at M.B.A., M.A. or Ph.D. level.

The compensation package for the position includes \$75,000 to \$85,000 salary, performance based incentives, stock options and company savings plan. If you think you meet these qualifications, please send a detailed resumé, salary history and compensation requirements to: **Dr. George J. Szybillo, Avon Products, Inc., 9 West 57th Street, 29th Floor, New York, New York 10019.**

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST. The Department of Psychology at the Université de Montréal has a tenure track position available at the rank of assistant or associate professor. The candidate must have an active research interest in personnel psychology (selection and evaluation). Responsibilities will include teaching at both the undergraduate and graduate levels and supervision of both student research

and practicum. Ph.D. or Psy.D., evidence of research productivity, teaching ability and professional experience are required. All teaching is conducted in French. The University is willing to make the necessary accommodations to help the successful candidate acquire reasonable proficiency in French. Appointment will commence 1 August 1986. Applicants should submit a complete vita and should arrange to have at least three letters of recommendation sent directly to **Dr. Mireille Mathieu, Head, Département de psychologie, Université de Montréal, C.P. 6128, succursale A, Montréal (Québec), Canada, H3C 3J7.** To ensure consideration, all materials should be received by 18 March 1986. In accordance with Canadian immigration requirements, priority will be given to Canadian citizens and permanent residents of Canada.

ORGANIZATIONAL PSYCHOLOGIST. Rollins College announces an Associate Professor position in Organizational Psychology. Requirements include a Ph.D., and several years experience both in academic and private sector settings. Expertise in Social-Organizational Development, I/O Selection and Management, and Ecological/Environmental Development is desirable, but all combinations will be equally considered. Teaching experience involving direct process education, such as laboratory simulations and field participation, is highly desirable. A significant portion of the responsibility includes implementation and administration of an I/O major for adult learners at the undergraduate level. Starting date no later than August 1, 1986. Rollins College is an independent co-educational institution in a residential community adjacent to Orlando, Florida. The undergraduate enrollment is 1350 students. Inquiries about this position may be directed to **Professor Roger Ray, Head of the Department of Psychology, Campus Box 2760, Rollins College, Winter Park, Florida 32789.** Rollins is an equal opportunity/affirmative action employer.

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGISTS. Baruch College/The City University of New York has two tenure-track positions in I/O psychology: one at associate level and one at assistant level. Applications will be accepted until the position is filled. The department offers the BA, BBA, MS, MBA and PhD in I/O. Individuals wishing to apply should submit a complete vita, copies of recent research reports or publications, and three letters of recommendation to: **Baruch College/CUNY, Psychology Department Search Committee, 17 Lexington Avenue, Box 512, New York, New York 10010.** The City University of New York is an equal opportunity/affirmative action employer.

FACULTY POSITIONS. Michigan State University is accepting applications for two faculty positions:

Assistant Professor of Business Policy and Strategy/Organizational Theory. Ph.D. or D.B.A. Teaching responsibilities at both graduate and undergraduate level. Interest in developing and maintaining a productive and influential program of research.

Associate Professor position in Personnel/Human Resource Management. Ph.D. or D.B.A. Teaching responsibilities at both graduate and undergraduate level. Interest in developing and maintaining a productive and influential program of research.

Both positions start September 1, 1986. Send resumé to: **Professor Ram Narasimhan, Chairperson, Department of Management, Michigan State University, East Lansing, MI 48824.** MSU is an Affirmative Action/Equal Opportunity Institution.

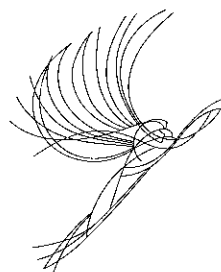
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ASSISTANT PROFESSOR OF ORGANIZATIONAL PSYCHOLOGY—DEPARTMENT OF PSYCHOLOGY (full-time, 9 months, tenure track position). This position is in the Industrial/Organizational psychology program and requires the development of a research program in the person's area of interest and the supervision of students' research. Teaching responsibilities include graduate and undergraduate courses in organizational psychology and the social psychology of organizations. Opportunity to develop seminars in topics such as Women in Organizations, Leadership, Conflict Resolution in Organizations, Pay Equity, or in other topics of interest to the position incumbent. Qualifications: Doctorate in Industrial/

Organizational or related area with research accomplishment. Preferred: Research program with demonstrated productivity, college-level classroom teaching competency. Available: August 21, 1986. Starting Salary: Salary dependent on qualifications. Application: Submit current vita, reprints, and three letters of recommendation to **Chair, Organizational Search Committee, Department of Psychology, Iowa State University, Ames, Iowa 50011.** Deadline: Screening of applications will begin January 25, 1986, and applications will be accepted until the position is filled.

ORGANIZATIONAL PSYCHOLOGIST. The Organizational Psychology Program at the California School of Professional Psychology at Los Angeles expects a full-time core faculty opening beginning September, 1986. The OP Program at CSPP/LA integrates psychological and organizational theory and research, and the training of organizational intervention skills. Priority for this position is in the areas of organization development, org. theory, or OB. Preference is given to individuals with strong teaching and consultation skills, and an active interest and publication record in applied research. Applicants should send a letter of application, current vita, reprints, and names of three references or letters to: **Dr. Kelin Gersick, CSPP/LA, 2244 Beverly Boulevard—Room 105, Los Angeles, CA 90057.** CSPP is an Affirmative Action/Equal Opportunity Employer.

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY. The University of Wisconsin-Parkside is inviting applicants for a senior or junior position in I/O psychology. Qualifications for the *senior position* include: demonstrated ability in teaching, research, service, and success in obtaining external funding. Qualifications for the *junior position* include: an active research program and teaching competence. The psychology discipline consists of nine-member faculty within an interdisciplinary behavioral science division. Salary negotiable. UW-Parkside is an undergraduate research-oriented university, located between Milwaukee and Chicago, with an enrollment of approximately 5,000. Applications should be received by March 31, 1986. Send vita and three letters of recommendation to: **Psychology Recruitment Committee, Behavioral Science Division, University of Wisconsin-Parkside, Kenosha, WI 53141.** UW-Parkside is an Affirmative Action/Equal Opportunity Employer.



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The Industrial-Organizational Psychologist is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 2400 Society members. Membership includes academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders of the American Psychological Association, and individual and institutional subscribers. Current circulation is 4000 copies per issue.

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