

International Association of Applied Psychology (IAAP)

Division 1. Work and Organizational Psychology

Newsletter May 2008

The Newsletter is issued by Division 1 (Work and Organizational Psychology)
of International Association of Applied Psychology (IAAP).

EDITORIAL

Dear members of IAAP Division 1,
I am pleased to present you the 2nd issue of the electronic Newsletter of the Division 1: Work and Organizational Psychology. The Newsletter provides information about activities of the Division 1 in the period from October 2007 till May 2008.

I would like to express our sincere gratitude for your prompt and positive feedback about the previous issue of the Newsletter.

Many thanks go to the colleagues who kindly gave us information to be included in this issue.

We are looking forward to your fruitful cooperation.

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1. GREETINGS FROM THE PRESIDENT OF THE IAAP DIVISION 1



Almost half a year has passed since we launched the first newsletter of this presidency period. It had a very positive reception among our members. Unexpectedly, we received a good number of mails congratulating the editorial team for that issue. It is really encouraging and stimulating to notice that our members appreciate the effort and the output produced with the main goal to promote and facilitate the communication among all of us. On the behalf of the Editorial Team and of the Executive Committee I would like to express our gratitude for such a warm and positive feedback we received from our members.

During the **period between the previous issue of the Newsletter and the present one, new activities and events** have taken place and we have been working to promote our Division and to provide better services to our members. Here, I will summarize the most interesting ones.

The **new web page of the Division (www.iaapsy.org/division1)** has been launched to provide our membership and to Work and Organizational Psychologists a society in general information about the services and benefits that Division 1 offers for the sake of society, workers, and organizations, promoting and enhancing cooperation between scientist and professionals in this field on an international scene. Here I want to thank **José M. Prieto**, a Communication officer of IAAP and his

team, **Justyna Jachimowska** and **José Ramón Correas**, as well as to **Kristina Potocnik**, for their support and help in developing the new web page. In the near future it will be enlarged with new sections. We are looking forward to receiving information and contributions for the different sections from our members to make it more alive and representative of the important contributions that our profession and science is achieving all around the world.

Furthermore, SIOP 23rd annual conference was held from 9th to 12th of April in San Francisco at which nearly 4000 delegates participated. In this newsletter we reproduce the report about this conference published at the SIOP website. Moreover, I would like here to report about some activities in which IAAP Division 1 was present. First, **Keith James and Mo Wang** (Portland University) and myself presented a workshop on Knowledge and skills for Industrial and Organizational Psychologists in a global era and in this context I had the opportunity to inform the participants about the activities of our Division in promoting these topics.. In addition, **Gary Latham**, incoming president of SIOP, **Franco Fracarolli**, (President of EAWOP), **Nick Chmiel** (Past president of EAWOP) **Handam Sinangil** (President elect of our Division) and myself as president of IAAP Division 1, had a very interesting meeting to explore and work out opportunities for cooperation among the three associations in the near future. Furthermore, **Franco Fracarolli, Handam**

Sinangil and myself were invited to participate at the meeting of the Executive Board of SIOP where we had the opportunity to present our Associations and their activities, especially we announced the upcoming conferences in Santiago de Compostela (European Congress on Work and Organizational Psychology) and

Melbourne (International Congress of Applied Psychology). I would like to express my thanks on the behalf of Division 1 to **Lois Tetrick**, president of SIOP, and to **Gary Latham**, incoming president, for their warm and kind institutional and personal hospitality and friendship during the conference.



Pictured from left to right:

Lois Tetrick, President, SIOP

Jose M. Peiro, President, Division of Work and Organizational Psychology, IAAP

Franco Fraccaroli, President, European Association of Work and Organizational Psychology (EAWOP)



Pictured from left to right:

Lois Tetrick, President, SIOP

Franco Fraccaroli, President, European Association of Work and Organizational Psychology (EAWOP)

Gary Latham, Incoming President, SIOP



Pictured from left to right:
 Kurt Kraiger, President-Elect, SIOP
 Handan Kepir Sinangil, President-Elect, Division of Work and
 Organizational Psychology, IAAP

The SIOP conference was also a good opportunity to promote our association and to meet with colleagues from different parts of the world. I had the opportunity to meet with **Gina McCredie**, National Chair of the College of Organisational Psychologists of the Australian Psychological Society and to exchange information about the progress in the preparation of the program of the next **International Congress of Applied Psychology**, which will take place from the 11th to 16th of **July 2010 in Melbourne (Australia)**. Here I would like to invite all our members to submit contributions and to be present in this important international event for our discipline and for Applied Psychology in general.

If we look to the near future, also a number of activities of our division are coming up, for instance at the **International Congress of Psychology, held in Berlin from 20th to 25th of July 2008**. As it is announced in this newsletter a **workshop** about “Publishing in scientific journals” for PhD students and young researchers is being organized jointly by our Division and the Student Division (Division 15). The workshop will be taught

by Prof. **Michael Frese**, to whom I like to express our gratitude for his great

cooperation. Also a **symposium on Psychosocial Risk Prevention** sponsored by our division will be presented at the Conference and afterwards, we will hold a **social hour** to provide an opportunity to the members of our division, present at the conference, and other interested psychologists to meet each other and with the division Executive Committee.

In line with the results of the second survey, **Barbara Kożusznik**, member of the Division 1 Executive Committee, is informing us about future actions we have to undertake in order to emphasize the role of Work and Organizational Psychology (WOP) in our societies. You will also find reports about recent developments of WOP in **Uruguay** (written by **Alvaro Cristiani**) and **Colombia** (written by **María Constanza Aguillar, Wilson López López, and Juan Pablo Gamboa**). We would like to thank to all contributors for their useful information and we invite our members from other countries to submit similar reports about the situation and developments of WOP in their countries.

Last October **Prof. Bernard Bass** passed away and in the present issue we honour his memory thanks to the obituary, written by **Bruce Avolio**. Bernard has been the first President of our Division, when IAAP launched the new organizational structure to increase membership participation and disciplinary exchange. He made a very good contribution to this aim, leading the division during its first four years. In 2006, during the International Congress of Applied Psychology held in Athens, the International Association of Applied Psychology awarded Prof. Bass with the **IAAP fellow membership**. His citation stated the following: “Founder and first president of IAAP’s Division of Organizational Psychology and influential contributor to leadership and cross-cultural theory and research”.

Our Division has also been present, in the person of **Virginia Schein** (Past President of Division 1), in the consultation activities that IAAP is carrying out near the UN. In this newsletter you can read a report submitted by **Mary O’Neill Berry** on this cooperation, highlighting the summary of activities carried out by various representatives during the last two years.

We would like to stimulate the communication of experiences and good practices of practitioners, who work either as consultants or as HR managers or

professionals in firms. In this issue we present a “best practices sharing forum” submitted by **Michael Sanger from the Mobley Group Pacific**. We invite other professional to share their activities and practices.

During the next months, **several congresses** will take place, and the IAAP will be present and presented at all of them: the VI International Conference of Risk Prevention at Work (A Coruña, 14-16 May, 2008, www.orpconference.org), the IWP Conference 2008: Work, Well-being and Performance (Sheffield, 18-20 June, 2008, www.iwpconference.group.shef.ac.uk), the VI Iberoamerican Congress of Psychology (Lima, 16-19 July, 2008, www.congresofiapperu.com), and the 3rd Brazilian Congress of Work and Organizational Psychology (Florianopolis, 16-19 July, 2008; www.cbpot2008.com.br/ingles/index.php).

Before closing this column, let me express my hope that you will find the contents of this newsletter interesting. We are looking forward to receiving more contributions from all of you. Let me also thank the editorial team (**Lyudmila Karamushka, Oksana Kredencer, and Kristina Potocnik**) for the good work done.

Prof. Jose M. Peiró, President of IAAP Division 1, University of Valencia (Spain)

2. UPCOMING IAAP DIVISION 1 ACTIVITIES

2.1. Activities organized by the IAAP Division 1 at the 29th International Congress of Psychology (Berlin, 20-25 July, 2008)

IAAP Division 1 is organizing three activities at the forthcoming 29th International Congress of Psychology, taking place in Berlin from 20th to 25th of July 2008.

A) First activity is a workshop about “**Publishing in scientific journals**” that is being organized as a joint activity of Divisions 1 and 15. It will be held by Professor **Michael Frese** on Sunday, 20th of July from 13.00 to 17.00 and will deal with the following issues: publishing as (cultural) communication, framing the article well, producing a good story, theory, writing style and transitions, choose the right journal, response to rejection and rewrites, cutting the article right, getting cited and so forth.

B) Second activity is an invited symposium about “**Psychosocial risk analysis and prevention at work**”, chaired by Professor *José María Peiró, President of the Division 1*. The symposium will take place on Tuesday, 22nd of July from 16.45 to 18.45. The following contributors and presentations will be included: *Emergent psychosocial risk conditions in current work places: Evaluation and prevention strategies* by **Christian Korunka**, *Psychosocial risks at work and their prevention in Finland* by **Kari Lindström**, *Stress prevention and management in the workplace: Concepts, findings and desiderata* by **Norbert K. Semmer**, *Beliefs, accident analysis, risk perception and prevention* by **Rémi Kouabenan**, *Cross-cultural perspectives on coping with work-family conflict* by **Lois**

Tetrick and Gloria González-Morales, and *Psychosocial risk prevention: An approach from positive psychology* by **José María Peiró and Isabel Rodríguez**.

C) Third activity is a **Social hour** Division 1 is organizing for the members of our division. This event will be held just after the invited symposium on Tuesday 22nd of July at 18.45 in the foyer in front of the room Roof Garden.

Division 1 would like to invite you to join us at these activities to meet each other and discuss about our activities, progress etc.

Looking forward to meeting you in Berlin!

2.2. New web page of the IAAP Division 1

Division 1 has recently launched **its new web-page**. Please visit www.iaapsy.org/division1 in order to find out more about Division 1 activities, news, Newsletter etc. For instance, we uploaded both membership surveys that were carried out by Barbara Kozusnik. In addition, we added a list of past events that were organized by our Division (usually in cooperation with other WOP associations). We also uploaded reports about the state of WOP in terms of research and professional practice from different countries. Moreover, we uploaded some past issues of Division 1 Newsletter, and will continue uploading further issues. Finally, we also included sections, such as news from members of the Division 1, which includes any news regarding our members, such as promotions to different functions, academic positions, and so on. We also included a special section about News in general, where we intend to upload news regarding future congresses, calls for papers, and upcoming

events. For additional information, we added some useful links to other WOP associations and divisions.

We would be really grateful if you visited the web page and gave us some feedback about it. In this way, we would be able to improve it and make it more attractive to all of you.

2.3. Continuing of the IAAP Division 1 second survey

As a result of our *first survey* we know that for Division 1 members, the most important thing is to be better recognized among other professionals. Therefore, with this *second survey* we wanted to know which should be the main message, we want to disseminate about the contribution of WOP in a global society, be. This is also in line with the policy of the IAAP, namely showing the important contributions of psychology to the general society.

With the help of our second survey we wanted to start the accumulation of our successes – and start the discussion.

The second survey results tell us that Work and Organizational Psychologists are aware that they are doing good work and that there is great number of positive interventions as well as examples of these positive results as a proof that WOPs are effective and successful.

On the basis of the results of our surveys, Division 1 is planning *to start the discussion* about:

1. Common Internet base gathering WOP positive results

2. Developing new WOP competences that would allow us to be more visible and recognizable in the global and local society

Our discussion should concern the *following issues*:

1. Start gathering information about positive results of WOP interventions and activities
2. Building the common base of WOP achievements
3. Creating internet system of accumulation
4. Access of Division 1 members to the internet base

The new tasks concerning *WOP Competences Development* require:

1. More emphasis given to WOP communication skills as far as communication about our work to the broad public, media, decision-makers is concerned. The specific language of communication should be used and taught to make WOP more visible, understood and recognized in the society and the whole world;
2. WOP should acquire deeper knowledge about social and political events, about global issues and should be aware of global conditions of the most important problems as poverty, exclusion, etc.

In the near future, we will raise some issues to be discussed by Division 1 members. It's high time to create common plan of Work and Organizational Psychology future and its role in the global and local world.

***Submitted by Prof. Dr. Barbara Kożusznik,
Member of EC IAAP Division 1, University
of Silesia (Silesia, Poland)***

3. INTERNATIONAL ASSOCIATION OF APPLIED PSYCHOLOGY (IAAP) ACTIVITIES AT THE UNITED NATIONS: 2006-2008

The International Association of Applied Psychology (IAAP) is currently accredited as a Non-Governmental Organization (NGO) to the United Nations. There are five NGO representatives, two accredited to the Department of Public Information (DPI) (Dr. Judy Kuriansky and Dr. Virginia Schein) and three accredited to the Economic & Social Council (ECOSOC) (Dr. Walter Reichman, Dr. Norma Simon and Dr. Mary O'Neill Berry). The following is a summary of activities undertaken by the various representatives over the past two years.

Participation in the DPI/NGO Annual Conferences: In 2006, the title of the 59th Annual Conference was "Unfinished Business: Effective Partnership for Human Security and Sustainable Development." Dr. Kuriansky organized and moderated a Midday Workshop titled, "Model Partnerships for Youth: Education, Business and Technology Projects to Further Peace, Well-Being, Community Action and Resilience." IAAP was listed as the sponsor of the event.

In 2007, the title of the 60th Annual Conference was "Climate Change: How It Impacts Us All." IAAP sponsored a Midday Workshop, moderated by Dr. Kuriansky, on "Partnerships to Mobilize Community Health and Mental Health Resources for Recovery, Resilience and Risk Reduction of Climate-Related Disasters: What Multi-Stakeholders and NGOs Can Do." IAAP also co-sponsored a second Midday Workshop (along with the World Council for Psychotherapy (WCP) and The Light Millennium) on "Strategies to Facilitate Biosphere Management and Lifestyle Change: Measures to Protect the Environment and Prevent Drastic Sequelae of Current and Future Climate Changes."

The topic of the 61st DPI/NGO Annual Conference, to be held in September 2008, for the first time in Paris, France, is "Human Rights".

New Website for NGO Input: A declaration was signed at the close of the 60th DPI/NGO Annual Conference which resulted in the establishment of an online website (www.climatecaucus.net) where chapters are being developed for a report to be submitted to the UN Secretary-General in July 2008. Drs. Reichman and Berry are part of a Working Group on the topic of Attitude Change in relation to mitigating the effects of climate change.

Statements Signed: On behalf of IAAP, Dr. Kuriansky signed a statement on mental health which was presented at the 51st session of the UN Commission on the Status of Women in 2007. She also signed three additional statements, one in regard to the relationship between NGOs and the UN; the second about disability rights; and the third about social development and full employment based on WHO issues.

Survey of NGO Representatives: In 2006, Drs. Reichman and Berry conducted a survey on behalf of IAAP (and with the pro bono support of their firm, Sirota Survey Intelligence®) of NGO representatives, about the working relationship between the UN and the representatives. The survey was sponsored by the NGO/DPI Executive Committee, and supported by DPI. The results were presented to the NGO/DPI Executive Committee and to the NGO representatives as part of a DPI/NGO Communications Workshop. Implications of the results and actions to be taken were discussed in breakout groups, a report on which was submitted to the NGO/DPI Executive Committee and to DPI.

First Annual Psychology Day at the UN 2007: Dr. Simon was part of the original planning group and was an organizer of the first annual Psychology Day at the UN, held in October 2007. Drs. Kuriansky, Reichman and Berry were members of the Planning Committee for this event. Drs. Reichman and Berry moderated a panel on “Human Rights and the World of Work.” Panel speakers were Mr. Djankou Ndjoukou, Director of the ILO Office for the UN, New York; Ms. Ursula Wynhoven, Head, Policy and Legal & Special Assistant to the Executive Director of the UN Global Compact Office; and Dr. Martin Greller, Associate Dean of Academic Affairs, New School for Social Research, New York City.

UN Global Compact: Drs. Schein, Reichman and Berry conducted an interview with Georg Kell, the Executive Director of the UN Global Compact Office, which will be published in TIP in April 2008. A key topic covered is the role of Industrial/Organizational Psychology in the Global Compact and the UN.

IDOP and Mental Health Committee: Dr. Simon is one of two associate chairs for the IDOP Conference. She is also working on the Trauma Group of the Mental Health Committee.

US Doctors For Africa: Dr. Kuriansky is now the PsychoSocial Director for this NGO and is working with its CEO to further enhance its projects through the UN (they already have a relationship with UNICEF).

IAAP Division Heads Liaison Involvement: Dr. Schein has developed a description of roles and responsibilities for increased liaison activities by the various Division Heads in IAAP, and these are being distributed. Enhancing the involvement of the Division Heads and their colleagues would greatly extend the reach of applied psychology.

***Submitted by Mary O’Neill Berry , Ph.D,
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4. WOP AROUND THE WORLD

4.1. A view of the Work and Organizational Psychology and Human Resources field in Uruguay

Even though psychology and psychologist have been part of the Uruguayan modern life, it must be said too, that they had been battling and struggling for their legal recognition as a university undergraduate program, for many years; until August 1999 when the national parliament approved by law the psychology profession.¹

The relationship between psychology and work and workers has more than a hundred years in Uruguay. However we can still say that it's a discipline in its infant stage. Their interventions and contributions, both at a professional and also an academic level, are far from other psychology areas, as clinical, social and educational.

Generally, universities used to include the WOP field, only as elective courses of undergraduate programs². If students once they finished their careers want to achieve deeper knowledge and organizational intervention skills, they pursue Human Resources Management or Organizational Analysts graduate programs, depending if they are looking for managerial or consultant positions.

¹ Ley de Reglamentación de la Profesión de Psicólogo N° 17.154 (August 10, 1999)

² Courses have a theoretical component and field intervention in a variety of organizations: public, private or non profit. Interventions deal mainly with labor conditions and its psychosocial effects, conflict and stress in the labor place, social programs, etc.

In the last years the field has taken more relevance, and thanks to national grants and organizations support, academic research is taken place, in human capital and new technology, risks in the labor place, workers wellbeing and family balance.

LABOR MARKET AND HR PROFESSIONAL PROFILES

We can divide the history of Human Resources in Uruguay in three periods.

During the first one, there were almost no HR professional, neither HR departments. There were experienced practitioners that had worked within the firm, eventually working with lawyers, but not trained managers, applying personnel practices exclusively limited to payroll control and payment as an auxiliary role to the general administration.

The early nineties have called for a managerial role more oriented towards a "profit-seeking" behavior, with more innovation-prone activities, more careful development of strategies, and managerial practices seeking to attain competitiveness in a more open economy. It is in this context that medium/large national and state owned companies were involved in "high performance practices" and in establishing a professional HR department. Usually, the HR professional profile more demanded was the psychological one with specialization in work and organizations and in HR practices (job analysis and description, recruitment and selection, performance appraisal, training and development, etc)

Which are the biggest challenges for today's WOP professionals?

Important changes took place in Uruguay in the economic and regulatory environment, in particular in the labor relations system, characterizing the consequences of these changes on Human Resources Management practices and the role played by HR professional and department. Firms and organizations are looking for professionals not only trained in understanding individual and organizational behavior or classical “HR best practices”, but also in other fields and disciplines as: economics, strategic management, statistics, marketing, labor relations, etc.

Uruguayan WOP/HR core or elective courses in undergraduate or graduate program should be revised in an unprejudiced way, taking into account today’s new demands. WOP professionals, to keep on track, must have the knowledge, skills and abilities to articulate with other professions and to respond to market and diverse customers’ needs.

Useful links in Psychology & Human resources field

Undergraduate Psychology Programs
Psychology School
Universidad de la República
www.psyco.edu.uy

Psychology School
Universidad Católica del Uruguay
www.ucu.edu.uy

Graduate Programs
Master in HR Management
Graduate Program in HR
Universidad ORT Uruguay
www.ort.edu.uy/

Graduate Program in WOP
Graduate Program in HRM
Universidad Católica del Uruguay
www.ucu.edu.uy

Professional Associations
Coordinadora de Psicólogos del Uruguay
(Uruguayan Psychology Association)
www.psicologos.org.uy

Asoc. de Dirigentes de Personal del Uruguay
(Uruguayan HR Managers Association)
www.adpu.org

Submitted by Alvaro Cristiani. HRM Academic Director. HRM &OB Faculty Member Universidad ORT Uruguay.

4.2. Present and future of Work and Organizational Psychology in Colombia

Work and Organizational Psychology (WOP) in Colombia has a key importance because its applied developments have a strong effect on society in aspects such as employment, work, organizations, market’s world and the socio-economic dynamic of the country (Aguilar, López, Barreto, Rey, Rodríguez and Vargas, 2007).

WOP has had a long and important history in the Colombian psychology and has played a key role in the development of psychology in Colombia, because of its early applications in the attitudes measurement by Mercedes Rodrigo at The Applied Psychology Institute of National University of Colombia in 1948 (Mankeliunas, 1993), and the foundation of the first Laboratory of Psychometrics of Bogotá by the Psychologist Ernesto Amador Barriga in march 22, 1950, which was oriented in supplying tests for the improvement of selection processes.

Is important to note how in the sixties decade came to Colombia a mission of the International Labour Organization (ILO) of United Nations to advice the Colombian government in structuring the recently founded National Learning Service (SENA). In addition, the main aim of the ILO mission was to advice the government in structuring and carrying out the National Survey of Occupations and the application of the occupational analysis technique (Ardila, 1993). From there, WOP in Colombia has

grown rapidly showing the same influences showed in other countries.

In general, advances in Colombian psychology in the last five years show a high development in terms of several indicators such as the increasingly supply of degree programs in psychology (around 120 in the country), and post-graduate, master and doctorate degree programs (26 post-graduate specialization programs, 2 doctorate programs, and some programs under approval process). In terms of research groups, there are 79 recognized groups by the Colombian Institute for the Development of Science and Technology. There are more than 30 scientific journals in psychology and an increasing number of psychologists playing an important role in different fields of the society (Enríquez and Rentería, 2007).

WOP in Colombia has not been away from that dynamic. According to Enríquez and Castañeda (2006), there are two master programs focused in WOP, more than 16 research groups and one research network in the field. On the other hand, the bibliometric analysis of the *Interamerican Journal of Occupational Psychology* (edited in Colombia), carried out by López and Aguilar in 1997, showed high coincidence between journal issues and the research network issues (work motivation, training, organizational climate, perspectives in psychology, work life quality, work environment, leadership, the role of work and organizational psychologists, organizational values, application of qualitative analysis, among others).

Despite there is no studies showing the whole set of activities performed by organizational psychologists in Colombia, practices in organizations developed by undergraduate students and the employers' demands for those students, show that work and organizational psychologists are involved in activities such as organizational assessment, recruitment and selection, training, career development, work well being, occupational health, motivational and social issues, culture, climate and conflict,

leadership, performance, knowledge management and organizational learning, competences management, retirement programs, mobility in the organization; and managerial skills management such as communication, decision making, power, authority and conflict, climate and organizational environment management, among others.

Nowadays, other areas are being explored beyond the above mentioned, such as psychology, work and health, new employment forms, and the employment relationships between labour market actors, which are analyzed deeply and critically. Research in WOP in Colombia is specially focused on organizational learning, knowledge management and competences models and management.

According to the social, political and economic characteristics of our context, issues as organizational culture, change and conflict are related to the frequent reality in our organizations, which are analyzed at individual, group, social and contextual levels. Furthermore, that analysis emphasises the psychologists' social responsibility in organizations, and considers WOP practitioners like people who think about implications of changes and unstable dynamic of the labour market.

Finally, economic and consumer psychology are ones of the most dynamic areas of the Colombian psychology in terms of post-graduate programs focused both on the understanding of consumer behavior, applied markets research, advertising products analysis, strategic marketing and responsible consumption.

Our short description shows a promising future of WOP in Colombia. Public and private organizations recognize the important role of psychologists in that field. On the other hand, there are a significant number of teaching-research groups carrying out important projects in different issues, an arising number of degree programs in

psychology, and an even stronger Colombian Psychological Association and its WOP division.

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5. WOP IN “PROFESSIONAL PRACTICE”:

Article on the behalf of Michael Sanger from Mobley Group Pacific: *The Developmental Journey. Coverage of a Best Practices Sharing Forum*

The Developmental Journey

Coverage of a Best Practices Sharing Forum

By Michael Sanger, Associate Consultant for Mobley Group Pacific (Shanghai) Ltd.

Denison Asia Consulting, a **Mobley Group Pacific** company, recently hosted “Leading Change Across Boundaries: A Best Practice Forum for CEOs, Senior Executives, and Human Resource Leaders.”

The event was sponsored by Harvard Business Review (China) and attracted over 80 attendees.

Starting the Voyage

The most apprehensive part of any journey is the uncertainty of the mission itself. Yet, the voyages that continue on, providing an abundance of opportunities to gather insights and knowledge, tend to be the most exciting. With a little direction and guidance, the anxiety of navigating through the seemingly endless journey called “development” can be transformed into the perseverance necessary to achieve multiple successes.

Transcending boundaries such as regional cultures, ambiguous matrix structures, and multiple business units that are geographically spread apart, is essential to the organizational effectiveness of MNC’s operating in the Asia Pacific region. Therefore, leading change across these boundaries is critical to the success of a developmental journey, whether it be individually or organizationally based. Dr.

Dan Denison, of **Denison Consulting**, opened the first morning of the forum with a presentation that linked organizational effectiveness issues, both broad and specific, to company culture and leadership.

By showing the audience a list of well-thought out company values that seemed to capture the very essence of corporate citizenship, and then surprising them with the fact that these values came from Enron Corp., Dr. Denison immediately engaged forum attendees. He explained further that it doesn’t take too many people to stray too far from important principles in order to make a profound negative impact on an organization. “In a time when the oldest, most powerful and respected companies can disappear in six months or even six weeks, the issue of culture is at the core of what can keep an organization alive,” said Denison.

Setting the Sails

Delving further into the analysis of the comprehensive Denison Organizational Culture Model, he expanded by stating “Culture is important because the only strategy that allows us to compete is the one we can actually implement. Without implementation of a mission there is no competitive strategy and there is no ‘return policy’ on an unimplemented mission.” Later, speaker Dr. Lismen Chan, VP of HR and Organization for **McDonalds’** APMEA regions, would lend weight to this advice by specifically referring to talent management, and describing the issue not as a competitive advantage, but as a necessity. “If you don’t do it you will be at a disadvantage because everyone else is,” he declared. Letting attendants in on the related strategy-change that helped McDonalds almost immediately bounce back with 52 consecutive months of

positive sales after the company's first quarterly loss in its 54 year history, while, at the same time, the organization coped with four CEOs in three years, was certainly a journey worth noting.

One of Dr. Denison's favorite encapsulating quotes is "If everything is under control...you're not going fast enough," from racecar driver Mario Andretti. One only finds the limits of control by exceeding it in small increments. Culture, he explained, is a control system that lives in people's hearts and minds. However, Cattaneo Giuseppe, CEO for **Pirelli** Tyre Co. (China) Ltd. later jokingly countered this remark during his presentation on JV's in the PRC with his own twist, stating, "If everything is under control, you're not in China." Though meant humorously, Giuseppe's comment captured best one of the predominating themes of the forum. That is, there are no perfect answers. Yet, listening to senior leaders openly share their experiences instilled confidence in others, not only because of their messages' content applications or the inherent advice, but also because of the comforting knowledge that these organizations' journeys are facing similar obstacles.

Staying on Course

One inspiring story came from Frank Rexach, VP and GM of **Haworth** Asia Pacific, Latin America and the Middle East. Mr. Rexach's current journey started when he took the reigns of a company in serious decline, and, with his innovative team, brought it back to a billion dollar organization. By using his marketing instincts to better understand how his industry could strategically operate within the China context, he discovered ways to empower his team to become market leaders. His restructuring initiatives coupled with his keen understanding of China and India's "rise of the creative class" led to a renaissance for Haworth and the ergonomic side of talent management. How? As Mr. Rexach explained, the key to value deployment across the regions for which he

is responsible comes from ensuring he and his people are aligned at a strategic level from the outset of the year. He makes sure that the individuals responsible for his sub-regions reflect these values and strategies in order to keep their teams energized.

Some stories were successful from the start, such as the one presented by Kim Ooi President of **TI Automotives** FCS China and ASEAN. Realizing the need for rapid growth to harness China's developing market, Mr. Ooi looked to change his company culture from that of a "chicken with its head down pleased with the seeds it was thrown, to an eagle who surveys the environment below to figure out what to do next." Using the Denison Organizational Culture survey, he found his organization scored in the higher percentiles for almost all of the measured aspects. But, as Dr. Denison pointed out, organizations that are already doing well can be quite compulsive about wanting to get better. Listening to Mr. Ooi's challenges, and how he used the Denison Organizational Culture Survey and the Denison 360 Surveys to develop in-house training programs, certainly confirmed this remark.

Mr. Werner Krieger, Senior Vice President, HR and Corporate Communications of **Henkel** Asia-pacific and Hong Kong shared how the corporate culture of his organization had an impact on talent attraction and retention. He had used the Denison tools to discover his 100-year-old, family owned company's cultural needs and to develop action steps. He again used the tools one year later to assess the progress that had been made. Other distinguished speakers included Lucy Qi, HR director for **Michelin**, Joan Popovich, HR Director for **Corning** Greater China and Yvonne Moore, VP of HR for **Medtronic**. Each one of these successful leaders shared individual or performance development plans that they implement in their region of responsibility.

The Crew

Besides senior-level speakers from a range of industries, two **Denison Senior**

Consultants, Bryan Adkins and Leb Tannenbanm, also presented a case that is “still in the works.” It was so current, they explained, that they were giving details to the client as they walked in the room. Such a case provided a chance for attendees to brainstorm, and offer opinions and interpretations of the ongoing project. Another highlight of the forum was the interactive workshop and sharing opportunity provided by Dr. Grant Levitan of **RHR International**. By analyzing and sharing their own personal and international journey experiences, forum attendees

became aware that in order to effectively lead in another country, one must assume the qualities and behaviors associated with a “transpatriate” rather than those of an expatriate or even an “impatriate.” Additionally, each day of the one and a half day forum (+ networking dinners) featured a panel with three speakers to answer attendees’ questions and answers. After participating in this best-practices sharing forum, there was a general consensus that the cultural and developmental voyages ahead didn’t seem so intimidating anymore.

6. NEWS FROM MEMBERS OF IAAP DIVISION 1

6.1. Gary Latham, President of SIOP, and a Fellow of IAAP, has been elected to the Board of Directors of the Society for Human Resource Management (SHRM).

6.2. A group of Polish Work and Organizational Psychologists, members of IAAP Division 1, from University of Silesia, Poland visited the Faculty of Psychology of the University of Valencia from **3rd to 5th of December 2007** (prof. B. Kozusznik, dr M. Adamiec, dr B. Makselon). The purpose of this visit was to discuss about some problematic issues concerning the European Diploma of Psychology and WOP-P: Master in Work, Organizational and Personnel Psychology Erasmus Mundus program. Polish WOP psychologists were invited to discuss WOP-P issues with prof. J. M. Peiró, prof. I. Rodríguez and prof. V. Martínez-Tur. The discussion concerned the WOP competences, teaching and forms of education. Special attention was given to virtual forms of education, such as “virtual aula”. We also had a rich discussion about the future of the IAAP Division 1 membership activities. A lot of ideas about how to improve information sharing and how to make WOP better recognized in the global world were raised. Polish visitors were also invited to visit the Science Park of the University of Valencia and met its managers L.C Guill and V.C. Ciscar. Polish visitors were also invited to visit OPAL - Professional Career Office (Observatori d’ Inserció Profesional i Assessorament Laboral) of the University of Valencia.

Polish visitors were impressed by the WOP’s good work and warm reception in Valencia.

Submitted by Prof. Dr. Barbara Kozusznik, Member of CoCo IAAP Division 1, University of Silesia. (Silesia, Poland)

6.3. Professor José María Peiró has recently been awarded by the University of Valencia with the University-Society research and development award for his long career in the field of human resource management and organizational climate. The committee highlighted the high impact of this field for the society and a total of 55 contracts with various companies and institutions that Prof. Peiró carried out from 1996 to 2008.

6.4. 1st International Winter School on Work and Organizational Psychology organised by Erasmus-Mundus Programmer on WOP-Psychology (Bertinoro, Italy from 10th to 23rd of February 2008)

First winter school on work, organizational and personnel psychology was held in Bologna (Italy) from 10th to 23rd of February. It was organized by the Universities of Barcelona, Bologna, Coimbra, Paris V and coordinated by University of Bologna and the University of Valencia. Participants were 42 postgraduate students from 14 countries (Argentina, Brazil, Colombia, Cote d'Ivoire, Costa Rica, Spain, France, Greece, Italy, Peru, Poland, Portugal, Romania and Uruguay).



Majority of the participants were Erasmus Mundus Master students of this discipline taking courses at five Universities of Consortium ([www.uv.es / erasmuswop](http://www.uv.es/erasmuswop)). Nevertheless, other postgraduate students from various countries as external students joined them at this winter school.

During fifteen days, these students followed an extensive programme of scientific and professional training focused on the design of new intervention strategies and development-oriented skills of Personnel Psychology. The programme was about an active training through case studies, teamwork, workshops and practical design of interventions. Particular attention was paid to a novel training, based on the approach that puts the emphasis on the professional development of competences relating to the design of interventions, tailored to the customer's needs. To this end, a rigorous methodology that was partly extracted from the design methodologies used in other scientific disciplines, was used.

Since last November, the participants had been working on this training activity on distance using the Virtual Classroom at our University. Training was provided by renowned professors and European professionals, such as Micahel Frese (U. Giesen), Robert Roe and Fred Zjilstra (U. Maastricht), David Guest (Kings College London), Dirk Steiner (U. Nice), Erik

Andriessen (U. Delft) and Jac Zaal (Adm. Pub. Netherlands). The International School was coordinated by professor Jose M. Peiro, general coordinator of the Erasmus Mundus Master of work, organizational and personnel psychology and a professor of Social Psychology of Organizations at the University of Valencia.

The Erasmus Mundus Master in work, organizational, and personnel psychology is the only master incorporated into this higher quality education program, established by the European Union to attract and financially support students from around the world to study in Europe. The duration of the [Programme](#) is two full-time years (120 ECTS) and awards a [double title](#), delivered by the Home and the Host Universities they study at over the master programme. It involves a minimum mobility of 40 credits at another university of the consortium. European students can take at least 15 credits at Portland State University (USA) also with the grant from the European Union. Approximately 20 scholarships of about 42000 euros each year are awarded to non-European students and four scholarships to visiting professors, also outside Europe. The Masters offers a problem solving based learning and its design is inspired in the reference model of ENOP and the competency model of EUROPSY.

7. OBITUARY



Bernard (“Bernie”) M. Bass of Binghamton
President of the IAAP Division 1: Organizational Psychology (1978-1982)

Bernard M. Bass, Distinguished Professor Emeritus in the School of Management at Binghamton University (SUNY), passed away at age 82 at his vacation home in Binghamton, N.Y., on Thursday, October 11, 2007. Since beginning his career in 1946, Bernie published over 400 journal articles and technical reports, 21 books and edited 10, concentrating on leadership and organizational behavior. Before his passing, Bernie completed the authoritative resource book in leadership the 4th Edition of the Bass Handbook of Leadership for Free Press (Simon & Shuster) scheduled to be published in August of 2008.

I began my relationship with Bernie Bass in 1981 after joining the faculty at SUNY-Binghamton in New York. Bernie was just beginning his work on transformational leadership following his review of Jim Burns’ book, entitled, “Leadership”. I recall Bernie being very energized by a gentleman he met on a trip to South Africa, who told Bernie that he had worked for a leader that had motivated him to ‘perform beyond expectations’. This gentleman’s comment became the focal point of Bernie’s groundbreaking book on transformational

and transactional leadership entitled, “Leadership and Performance Beyond Expectations”.

From my first day of working with Bernie till his last, he always treated me as a colleague. Bernie was not a ‘status person’. Countless students over more than a 25 year time span would remark to me, that when they met Bernie he seemed so ‘regular’, not at all caught up in his well deserved reputation as a world class scholar. Indeed, I think what Bernie enjoyed most, was sitting down with a new researcher and listening to their ideas, while offering countless ideas of his own. I recall in one instance, a young student coming up to Bernie at a conference and saying, “You’re alive I thought you were a book!” Bernie chuckled and then engaged the student in a lengthy conversation about her research interests.

During one of my first visits to Bernie’s office in Binghamton, we were discussing the trials and tribulations of publishing in our field, and he said to look behind him at the bottom shelf. On the shelf were 20 plus volumes filled with ‘working’ papers. He remarked that those papers were the ones

that had not been published! Subsequent to that meeting, whenever I thought I had some bright idea, Bernie would reach behind him, pull out perhaps his 1958 volume, and there was the idea in black and white. I have thought since Bernie's passing, that someone should just publish those volumes as it will save us all a lot of time and energy in generating new research ideas.

Because of our joint work on transformational leadership over two decades, Bernie and I spent many days traveling together around the globe. I can't imagine traveling with a more considerate colleague and one more knowledgeable. I have never been to a place with Bernie where he didn't know a considerable amount of the history about the place. Countless times, I would read a sign at some historic site, and Bernie would add some historical note or thesis! He was remarkable in his storehouse of historical knowledge, and I believe if he were to come back in another life it would certainly be as an historian.

In terms of traveling, Bernie did have one rather strange habit. 75% of the time after checking into a hotel, I would go up to my room to get ready to go out, and would come down to Bernie's room only to find that he had moved. The first 10 times I thought...coincidence. One day I was talking to his lovely wife Ruth, and she indicated that they rarely if ever went to a hotel where the first room was the one they actually stayed in for the duration of their trip. Bernie had two strict requirements for staying in a hotel room: 1. No street noise!

2. A temperature gauge that was accurate and could bring his room to 50 F with the windows wide open! Eventually, Bernie found the quietest and the coldest room to sleep in, and met many a hotel engineer along the way. This little routine made Bernie, well, Bernie.

As I look at the field of organizational behavior, leadership and human resource management, there is hardly a niche that Bernie did not have an impact on with his scholarly work. Over his 50 plus year career, Bernie mentored so many people who have and will continue to carry on his good work.

When I talked to Bernie's wife Ruth on the day of his passing, I knew that I now had an extra responsibility for all of the time, care and support Bernie put into working with me. I must say, that it has been difficult for me to stop and realize that such a vibrant intellectual force has left this earth. Yet I do know there will be a young scholar some day opening one of his many articles or books and he or she like legions before will have been positively impacted by Bernie. What they won't have that I had was the opportunity to spend time traveling the world with one of the best scholars in history. I wish you the very best travels Bernie and the ideal hotel room.

***Submitted by Bruce Avolio, Clifton Chair in Leadership. Director, Gallup Leadership Institute
Dept. of Management. College of Business.
University of Nebraska Lincoln***

8. CALL FOR PAPERS

8.1. Journal of Occupational and Organizational Psychology (JOOP): Special Section on "Match-Making and Match-Breaking: Exploring the Nature of Match Within and Around Job Design"

The Journal of Occupational and Organizational Psychology (JOOP) invites submissions for a special section on "Match-Making and Match-Breaking: Exploring the Nature of Match Within and Around Job Design". It is anticipated that the special section will appear in the June 2009 issue of JOOP.

Guest editors: Kevin Daniels (Business School, Loughborough University, United Kingdom) and Jan de Jonge (Faculteit Technologie Management, Technische Universiteit Eindhoven, Netherlands).

Many areas of research and application in Work and Organizational Psychology are predicated on models that suggest the benefits of match, fit, or congruence between different phenomena. For example, research that seeks the optimal fit between a person and the job, organization or career is well established. The idea here is that there is complementarity between two or more phenomena that promotes performance, development, positive attitudes or well-being.

Within the area of job design, research has by and large attempted to establish parameters of good job design that are universally applicable, or sought to determine the personality types best suited to various job characteristics. What is less

well established is whether and how job characteristics need to match with other job characteristics or organizational processes. The focus of this special issue is on the match between aspects of job design to other aspects of job design, or the match between job design and other organizational processes.

There are very good reasons to suspect that this is an area of critical importance in the design of jobs and supporting organizational processes. First, there is longitudinal evidence that the stressor moderating effects of job resources such as job autonomy and support depend on tight coupling or match between the stressor, the resource and the outcome (de Jonge & Dormann, 2006). For example, the impact of cognitive demands on cognitive performance is more likely to be offset by cognitive resources such as control over decision processes, rather than emotional resources such as support from colleagues.

Second, it appears easier to demonstrate the effectiveness of coping behaviours where matching is inherent in measurement (Daniels & Harris, 2005). Here, it seems important for measures of coping behaviour to assess coping in relation to a specific stressor, the goal of coping and the job characteristics that facilitate coping. For example, measures of coping might assess the extent to which an individual asked for support from co-workers to help them to solve problems caused by a specific adverse event.

Third, in the areas of job design and human resources management, there are debates concerning the match between organizational processes and high performance work practices (e.g.

empowerment and manufacturing processes, Patterson, West & Wall, 2004).

Fourth, there are emergent ideas concerning how people adapt and shape their jobs over time (Clegg & Spencer, 2007), suggesting a developmental and longitudinal perspective on match.

Whilst debates have already surfaced over the correct means of operationalising match and the best form of statistical methods to examine match, there are other issues that also need to be explored. For example, do people develop match over time? Can people tolerate small periods of mis-match? Do the effects of mis-match accumulate over time? Is match always beneficial? Do people seek out non-match in order to develop competencies? How do you assess match at different levels of analysis and between levels of analysis? Is match vs. non-match a dichotomous or gradual issue? Is there a difference between objective and perceived match? How can notions of match be used in job design practice?

The special section will seek to provide answers to the kinds of questions outlined above; offer guidance on methods, theory and analysis; and highlight where notions of match might develop in the future.

This proposed special section will seek papers that focus on match between aspects of job design or between job design and other *organizational* processes. It will exclude studies that focus solely on match (or fit) between aspects of the person and aspects of the job or environment (e.g., P-E fit), as this is an already well-established literature.

We will welcome submissions from across the range of W&O Psychology, that are empirical or purely theoretical and that use qualitative as well as quantitative methodologies. As well as conforming to JOOP editorial policy in the exclusion of purely cross-sectional self-report methods from consideration unless they have major compensating strengths, we will give

preference to those studies that adopt novel approaches to investigating notions of match, either through the research design or the assessment of match.

Time scale:

30 April 2008 Deadline for receipt of submissions.

31 August 2008 - first round of reviewing complete and decision letters out to authors.

31 January 2009 - final revisions received and decisions made.

Publication Vol 82 part 2 (June 2009).

Method of submission: Manuscripts, which should be clearly labelled as submissions intended for this Special Section, must be submitted through JOOP's online Editorial Manager system in accordance with regular JOOP guidelines. All submissions will be blind reviewed, using the normal JOOP review criteria while also taking into account the contribution of the paper to understanding "match" and its capacity to stimulate and guide work on job design in new and significant directions. More information about JOOP and the submission process can be found at <http://www.bps.org.uk/publications/journals/joop/>

Informal enquiries on the special section can be made to either Kevin (k.j.daniels@lboro.ac.uk) or Jan (J.d.Jonge@tue.nl).

For more information, please visit, <http://www.bps.org.uk/publications/journals/joop/special-issue.cfm>

8.2. Canadian Journal of Administrative Sciences:

8.2.1 Call for Papers: Positive Organizational Scholarship

Deadline for Submission: **October 1, 2008**

Guest co-Editor: E. Kevin Kelloway
Email: Kevin.kelloway@smu.ca

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Drawing on concepts from positive psychology (Seligman & Csikszentmihalyi, 2002) and positive organizational behavior (Luthans, 2002; Wright 2002), positive organizational scholarship deals with the study of positive “outcomes, processes and attributes of organizations and their members” (Cameron, Dutton & Quinn, 2003, p.4). As such, positive organizational scholarship is a perspective that is changing the field of organizational behavior (Nelson & Cooper, 2007).

The Canadian Journal of Administrative Sciences is pleased to announce a special issue on positive organizational scholarship. While not ignoring the substantial methodological challenges inherent to the field (e.g., Nelson & Cooper, 2007), the aim of the special issue is to examine the impact of adopting a positive lens on organizations and organizational behavior. Articles on a diverse array of topics are invited. Examples of such topics would include but are not limited to organizational perspectives on :

- Psychological Capital and its constituent elements (Hope, Optimism, Resiliency, and Self-Efficacy)
- Gratitude and Forgiveness
- Positive relationships in the workplace
- Moral and Ethical behavior
- Empathy, altruism, and compassion
- Character strengths and virtues
- Creativity
- Wellbeing
- “Flow”

Consideration will be given to both theoretical and empirical papers for this special issue, and is not restricted to

Canadian content or data. The format of papers should not exceed 40 pages including references, tables, and figures. Shorter research notes will be also be considered for this special issue. All papers should conform to American Psychological Association (APA format) guidelines.

Please email submissions to cjas@mcmaster.ca to the attention of the guest editor and indicate in the subject heading that the submission is intended for the Special issue on positive organizational scholarship. All submitted papers to CJAS will undergo a “double-blind” peer review. If a topic of an article does not fit with the special issue, the author(s) will be contacted to determine if the paper should be forwarded to the review process for a regular CJAS issue. Both French and English papers will be accepted for review.

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8.2.2. Canadian Journal of Administrative Sciences: Call for Papers “Comparative Studies in Organizational: Critical Approaches”

Deadline for Submission: **August 30th, 2008**

Guest Editor: Professor
Eduardo Ibarra Colado
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Studies, Universidad
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The Canadian Journal of Administrative Sciences is pleased to announce a special issue on Comparative Studies in Organizations: Critical Approaches. Considering the increasing recognition of the specificities of local forms of management and organizations around the world and the existence of hybrid organizations that definitively invalidates the “one best way” paradigm, comparative studies of organizations are regaining relevance. In this special issue we are looking for contributions that explore and confront organizational experiences and practices from a comparative point of view. In particular, we encourage submissions that analyze experiences based on alternative forms of organizations different from those based on market and technical rationality. Papers can develop topics in three main directions:

- Reconsideration of the purpose, meaning, and scope of comparative studies of organizational realities. These should consider tensions between global integration and standardization on one hand, and the claim of local practices and alternative forms of organization on the other.
- Comparison of particular modes of organization and management in different localities, considering, for example, leadership styles, institutionalized modes of regulation, patterns of exchange and collaboration between various agencies, practices, power relations and forms of resistance of individuals and groups, diversity, otherness, and organizational

experiences of native and/or social emerging groups, etc.

- Comparative characterization of *Management and Organization Studies* considering different countries and/or regions to recognize their particular forms of knowledge, specific theoretical inputs, and main methodological approaches, and concrete research agendas.

All submitted papers must adhere to format guidelines of the American Psychological Association (APA format). Please visit the CJAS website at: cjas.mcmaster.ca for further APA guidelines. Please email submissions to cjas@mcmaster.ca to the attention of the guest editor and indicate in the subject heading that the submission is intended for the Special Issue on “Comparative Studies in Organizations: Critical Approaches”. All submitted papers to CJAS will undergo a “blind” peer review. CJAS is celebrating its 25th anniversary in 2008, is an ISI listed journal (search ISSN - 0825-0383), and is published by Wiley-Blackwell. Papers accepted for publication will be accessible electronically from the Wiley-InterScience Platform, as well as appear in the hard print of the journal.

8.2.3. Canadian Journal of Administrative Sciences: “Call for Papers Human Resource Management for the New and Challenging Environment in SMEs”

Deadline for Submission: **November 27, 2008**

Guest co-Editor: Professor Domingo Ribeiro Soriano Facultad de Economía, Universitat de València, Edificio Departamental Oriental, Campus de los Naranjos 46022 Valencia, Spain
Email: domingo.ribeiro@uv.es

Guest co-Editor: Professor Ángeles Montoro-Sánchez Departamento de Organización de Empresas, Facultad de Ciencias Económicas y Empresariales, Universidad Complutense de Madrid, Campus de Somosaguas 28223 Pozuelo de Alarcón, Madrid, Spain Email: mangelles@ccee.ucm.es

In recent years, firms have recognized the vital role human resources play in the creation and success of firms. One topic attracting significant interest is the role of the entrepreneur in SMEs. In current changing and uncertain environments, the capacity to create new firms is fundamental and the chances of success are largely determined by human resources and their management. In addition, despite the importance of small and medium-sized firms driving economic growth, there are still few studies that focus on the analysis of their behaviour. In order to create new firms or improve existing ones, it is essential to consider the role of human resource management, particularly in cases that have received less academic attention but are more common in the real business world, that is, SMEs. This issue thus proposes a deeper look at the combined study of these two areas: Human Resource Management and SMEs.

Papers can be from different theoretical perspectives and use different empirical methods, large scale survey work, and archival databases, but must constitute fresh work that genuinely advances existing debates.

Recommended topics include:

- Integrative and interdisciplinary theoretical models of human resource management and their application to SMEs
- The classification/influence of human resource management practices according to the firm's business activity and its implications for SMEs
- Recruitment processes in SMEs: characteristics and consequences

- Transfer of entrepreneurial knowledge on human resource management in newly created SMEs
- The role of human resources in the success of new businesses
- Human resource practices that enable/hinder the creation and growth of SMEs
- The application of best human resource practices from large firms to innovative SMEs
- Processes of the growth of SMEs and the role of the entrepreneurial leaders
- The entrepreneurial orientation of women and their effect on new firm creation.
- A comparison of human resource practices (recruitment, selection, training, salaries...) between SMEs and large firms
- A comparison of human resource practices (recruitment, selection, training, salaries...) between newly created and consolidated firms
- Identifying and retaining talent in entrepreneurial SMEs
- Human resource practices in newly created small family businesses

Consideration will be given to both theoretical and empirical papers for this special issue and is not restricted to Canadian content or data. The format of papers should not exceed 40 pages including references, tables, and figures. All papers should conform to American Psychological Association (APA format) guidelines.

Please email submissions to cjas@mcmaster.ca to the attention of the guest editors and indicate in the subject heading that the submission is intended for the Special issue on human resource management for the new and challenging environment in SMEs. All submitted papers to CJAS will undergo a "double-blind" peer review. If a topic of an article does not fit with the special issue, the author(s) will be contacted to determine if the paper should be forwarded to the review process for a regular CJAS issue. Both French and English papers will be accepted for review.

CJAS is celebrating its 25th anniversary in 2008, is an ISI listed journal (search ISSN - 0825-0383), and is published by Wiley-Blackwell. Papers accepted for publication will be accessible electronically from the Wiley-InterScience Platform, as well as appear in the hard print of the journal.

8.2.4. Canadian Journal of Administrative Sciences: “Influence Strategies: Applications and Interdisciplinary Integration”

Deadline for Submission: **March 31, 2009**

Guest co-Editor: Dr. C.-J. Su, Ph.D

Email : 040084@mail.fju.edu.tw

Associate Professor

Department of Restaurant, Hotel
and Institutional Management

Fu-Jen Catholic University

Taipei, Taiwan

Guest co-Editor: Dr. Allan K.K. Chan

Associate Dean and Professor

Marketing

School of Business

Hong Kong Baptist University

Kowloon Tong, Hong Kong SAR

China

Since the 1980s, there have been research studies focusing on “influence tactics”, “influence strategies” or “impression management” (IM). These terminologies are used interchangeably and usually refer to the process by which people attempt to control or manipulate the reactions of others for a variety of reasons. Both impression construction and influence are concerned with the behavioural strategies that people use to bring about change in another’s attitudes and opinions in interpersonal contexts (Su, 2003). Empirical studies on IM or influence strategies cover its dimensionality, applicability, and interdisciplinary integration.

This emerging trend demonstrates the need for further exploration of influence strategies in interdisciplinary and integrated approaches or perspectives. For example,

research on the effect of IM can be extended to cover HR decisions (e.g., performance ratings, promotion, and recruitment), and marketing management (i.e., customer relationship management and customer delight).

In this special issue, we are seeking submissions that focus on influence strategies from a more interdisciplinary perspective. Their results should be able to provide researchers from various disciplines with shared implications. Topics of interest in this special issue cover any studies making use of the IM concept or influence strategies in its applicability under various contexts, employing sound methodologies. Specific topics include but are not limited to:

- Extending IM’s application
- Well-accepted typologies of influence strategies
- Cross-cultural issues on the use of influence strategies
- Contrast and integration of inter- and intra-organizational influence strategies
- Common views of explaining influence strategies among disciplines

Consideration will be given to both theoretical and empirical papers for this special issue, and is not restricted to Canadian content or data. The format of papers should not exceed 40 pages including references, tables, and figures. Shorter research notes will be also be considered for this special issue. All papers should conform to American Psychological Association (APA format) guidelines.

Please email submissions to cjas@mcmaster.ca to the attention of the guest coeditors and indicate in the subject heading that the submission is intended for the special issue on influence strategies. All submitted papers to CJAS will undergo a “double-blind” peer review. If a topic of an article does not fit with the special issue, the author(s) will be contacted to determine if the paper should be forwarded to the review process for a regular CJAS issue. Both

French and English papers will be accepted for review.

Reference

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CJAS is celebrating its 25th anniversary in 2008, is an ISI listed journal (search ISSN - 0825-0383), and is published by Wiley-Blackwell. Papers accepted for publication will be accessible electronically from the Wiley-InterScience Platform, as well as appear in the hard print of the journal.

8.2.5. Canadian Journal of Administrative Sciences: “Entrepreneurship: A Multidisciplinary Topic”

Deadline for Submission: **August 30, 2008**

Guest co-Editor: Professor Domingo Ribeiro Soriano, Facultad de Economía, Universitat de València, Edificio Departamental Oriental, Campus de los Naranjos, 46022 Valencia, Spain
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Entrepreneurship constitutes an area of study within business administration and management that has undergone unbound development in recent decades and, despite coming under increasingly close scrutiny, has the potential for new research for many years to come (Zahra, 2007). However, despite untold efforts at studying entrepreneurial behaviour, more research is still needed in order to improve its

operativity via appropriate measurements and indicators. This can be achieved by exploring underlying processes and recognizing the multidimensional and configurative nature of the processes of entrepreneurial decision-making and their outcomes. (Dess, Lumpkin, & Covin, 1997). Similar to the 80s and 90s, there are currently no systematic, rigorous models for examining entrepreneurial processes. Although the context of entrepreneurial initiative offers an excellent framework for empirical research, this field needs greater study to establish its legitimacy and distinctive contribution.

Studying entrepreneurial initiative on this level requires differentiation between two types of action: those based on firm creation and those that analyze the entrepreneurial behaviour of existing firms. The former, which are older and more traditional, focuses on the characteristics and behaviour of firm owners and analyze the creation of new organizations. The latter studies entrepreneurial initiative at a corporate or firm level defined via innovation, the creation or entry into new national or foreign businesses, and the processes of strategic renewal (Zahra et al. 2000).

Within the field of business administration and management, the integration of theory and empirical research on strategic management with entrepreneurial initiative could aid in developing the necessary research paradigm and enrich both the field of entrepreneurship and that of strategic management due to how well the two topics complement each other (Ireland, Hitt and Sirmon, 2003).

This special issue addresses the theme of entrepreneurship in a wide sense, including both new firm creation and entrepreneurial behaviour in large consolidated firms. Papers can be from different theoretical perspectives and use different empirical methods, such as large scale survey work and archival databases, but must constitute fresh work, that genuinely advances existing debates.

Recommended topics include:

- Theoretical integrative and interdisciplinary models of entrepreneurship
- Entrepreneurship & strategic management
- Entrepreneurship & corporate governance
- Corporate entrepreneurship & organizational change
- Corporate culture & corporate entrepreneurship
- Determining factors for the success of new ventures
- Human Resource Management practices that enable/hinder corporate entrepreneurship
- Entrepreneurship & intellectual capital
- Entrepreneurship & social network models
- Entrepreneurship & MNE
- Entrepreneurship & SME internationalization
- Characteristics of production systems in newly created firms
- Entrepreneurship & innovation

Consideration will be given to both theoretical and empirical papers for this special issue and is not restricted to Canadian content or data. The format of papers should not exceed 40 pages including references, tables, and figures. All papers should conform to American Psychological Association (APA format) guidelines.

Please email submissions to cjas@mcmaster.ca to the attention of the guest editors and indicate in the subject heading that the submission is intended for the special issue on Entrepreneurship. All submitted papers to CJAS will undergo a "double-blind" peer review. If a topic of an article does not fit with the special issue, the author(s) will be contacted to determine if the paper should be forwarded to the review process for a regular CJAS issue. Both French and English papers will be accepted for review.

CJAS is celebrating its 25th anniversary in 2008, is an ISI listed journal (search ISSN - 0825-0383), and is published by Wiley-Blackwell. Papers accepted for publication will be accessible electronically from the Wiley-InterScience Platform, as well as appear in the hard print of the journal.

Submitted by:

Melissa Corey, M.A., Managing Editor / Directrice de la Rédaction, Canadian Journal of Administrative Sciences, Revue Canadienne des Sciences de l'Administration, DeGroot School of Business, McMaster University, 1280 Main Street West, Hamilton, Ontario, Canada L8S 4M4, Tel: (905) 525-9140 ext. 26190, Fax: (905) 521 8995, <http://www3.interscience.wiley.com/cgi-bin/jhome/114269012>

8.3."Journal of Psychology in Africa" (JPA)

The Journal of Psychology in Africa (JPA) is a high quality journal accounting for findings from psychological research in Africa and related regions. Special emphasis is placed on the consideration of African, African-American, Asian, Caribbean, and Hispanic-Latin realities and problems. Mainly driven by South-African, the journal has a high quality international editorial board and is published by Elliot & Fitzpatrick (USA). It could be useful for students and colleagues who work on topics connected with Africa and regions mentioned above. This journal could also be a source of data for your scientific information.

Submitted by Professeur Kouabenan D. Rémi, Directeur UFR Sciences de l'Homme et de la Société, Directeur de la Spécialité Psychologie du travail du Master de Psychologie, Université Pierre Mendès France-Grenoble II, UFR SHS, BP. 47, 38040 Grenoble Cedex 9 (France), Tél.: (33) (0)4 76 82 56 29 ; Fax.: (33) (0)4 76 82 56 65, Remi.Kouabenan@upmf-grenoble

9. CONTACTS. NETWORKS

9.1. Affiliation with a Survey Research Firm

Sirota Survey Intelligence is seeking to expand its existing associate network, especially in continental Europe. Currently, our main office is in New York, and we have an active office in London. Our major activity is conducting employee satisfaction surveys with public and private organizations. Our clients consist of many of the top international companies, for example, American Express, Bank of America, British Petroleum (bp), Dell, Nestle, and Shell. We also conduct surveys for hospitals, government agencies, universities, and charitable institutions, for example, the University of California, the State University of New York, the Mayo Clinic, the US Veterans Administration, and the New York Blood Center.

We would like to form a relationship with organizational psychology consulting firms that conduct survey research or who might be interested in doing so under license. We are willing to develop a relationship that would include sharing our normative data base of several thousand companies worldwide and assistance with marketing.

We pride ourselves on being scientists/practitioners and have presented research-based papers at professional conferences such as IAAP, APA, SIOP and the AMA. Our founder, David Sirota, along with our CEO and Senior Vice President, wrote the book, “The Enthusiastic Employee: How Companies Profit by Giving Employees What They Need” based on 35 years of data and experiences.

Our consultants provide guidance and advice to executives in all our client organizations based on the data derived from their own surveys and the best practices developed by our profession.

We continually strive to be thought leaders in our profession as well as scientists and consultants to our clients.

Currently, we have a few strategic associations of the nature described above but are looking to broaden and deepen in new areas. We believe it represents a strong commercial opportunity and a way of extending the service offering for both sides.

You can learn more about our organization from our website www.sirota.com. If you are interested in contacting us please email me, wreichman@sirota.com or mberry@sirota.com.

***Submitted by Walter Reichman Ed.D,
Vice President Sirota Survey Intelligence;
e-mail:wreichman@sirota.com,
Mary O’Neill Berry, PhD Executive Vice
President, Sirota Survey Intelligence, e-
mail: mberry@sirota.com***

9.2. European Network on Work-Family Issues (ENWFI)

'I would like to make an appeal to the Division 1 researchers' community in order to create an European Network on Work-Family Issues (ENWFI). From my point of view there is little concern on these topics within the Division and the proposed team - a virtual space to get to know, exchange ideas, learnings, teaching material, experiences, etc.-could strengthen the research role done by IAAP. My idea is on its very first stage but if it suitable for the

IAAP I would appreciate a call from your next issue.'

Submitted by Eduardo R. Infante, B.Ps., M.Sc. (Human Resources Management), PhD (Social Psy), B.A. (Social & Cultural Anthropology), Doctoral Programme Member People, Management & Organisations Division, Manchester Business School, The University of Manchester, Booth Street West, Manchester, UK, M15 6BP, tel: +44 (0) 789 059 6765, Eduardo.Infante@postgrad.mbs.ac.ukk, einfante@us.es (University of Sevilla)

10. INFORMATION ABOUT RECENT CONGRESSES

10.1. 23rd Annual SIOP conference

This year's conference turned out to be a great success! Held at the home of the Golden Gate Bridge, the appealing location combined with a well-planned program attracted nearly 4,100 attendees.

Positive feedback was received for this year's longer, 3-day format — April 10–12. It allowed more time to enjoy an attractive variety of sessions, intriguing keynote addresses, and ample entertainment options.

The Theme Tracks, a new feature to the conference, was a popular pick. Attendance was high, and everyone seemed to enjoy the sessions. In fact, one person said the track focusing on the future of I–O education offered some of the best presentations he had ever seen on the topic!

There were two Theme Tracks, each with six sessions, providing a deep dive into critical topics that affect a broad range of SIOP members. The other track focused on individual–organizational health.

The invited keynote speakers also had a strong showing. **Paul Ekman**, who heads his own firm in Oakland, CA, presented on emotional skills and how they can be acquired. Named by the American Psychological Association as one of the most influential psychologists of the 20th century, he is an expert on universal emotions, including facial expressions, nonverbal behavior, and deceit.

Jac Fitz-enz presented on a project he recently launched with 25 vendors and corporations to develop the first integrated,

predictive, human capital management planning, data mining software, and future-facing metrics system. He is known as the first to argue that there is a financial bottom–line effect stemming from human resource practices and first to create useful and systematic measures so that HR practitioners can measure their effectiveness.

Tony Rucci, a senior lecturer in the department of management at the Fisher College of Business at The Ohio State University, gave a closing address on the core purpose of I–O psychology, discussing where science and practice meet. With more than 25 years of I–O experience, he has served as an executive officer of three international companies and has a distinguished academic background.

As for entertainment, the Closing California Wine Tasting Reception was a hit. There were different wine stations, each offering samples from various California vineyards. Wine passports were offered so that attendees could try an assortment of wines. In addition to sampling great wine, it was a fun networking opportunity!

A thank you goes to all members who presented and attended the conference!

Now you can start looking forward to SIOP 2009, to be held next year in New Orleans April 2–4. It's never too early to save the date! The planning is already in the works, and it is sure to be another successful meeting."

Written by Kristen Ross at http://www.siop.org/article_view.aspx?article=450

11. FUTURE CONFERENCES AND CONGRESSES

11.1. Announcement and call for papers

14th EUROPEAN CONGRESS OF WORK AND ORGANIZATIONAL PSYCHOLOGY (EAWOP 2009)

Dear colleagues, it is our pleasure to invite you to the **14th European Congress of Work and Organizational Psychology**, which will be held in Santiago de Compostela (Spain), May 13-16, 2009 under the auspices of the European Association of Work and Organizational Psychology (EAWOP). The Congress is organized by the Consejo General de Colegios Oficiales de Psicólogos (COP), in cooperation with the Faculty of Psychology (University of Santiago) and the COP Galicia.

The theme for the Congress is “**Developing people in 21st century organizations: global and local perspectives**”, and the aim is to make it possible for researchers and professionals, as well as students, to share and exchange all types of ideas, information and research results from the different fields and approaches of Work and Organizational Psychology and thus promote its development, linking both science and profession.

The Congress will be a great opportunity to reflect upon how are we -organizations and people working with them - going to deal with the new challenges and demands of global processes, remote economies, the construction of Europe, and the national and local demands from a temporary perspective.

It will be a great forum for the expression of new ideas, both theoretical and

methodological, without disregarding the contribution of current research being developed in Europe and elsewhere. The subjects highlighted at the Congress reflect emerging as well as well-established topics, therefore contributing to a dialogue between those working on each of them.

The **deadline for abstract submission is October 3, 2008**. Our aim is to offer a program of interest to scholars as well as practitioners, founded upon research results, exchange of innovative professional experiences, tools and practices, as well as evidence from the field. It will also be a great opportunity to meet other colleagues and to create and strengthen links and bridges among different relevant actors of the Work and Organizational Psychology scene.

Your contribution is important to us, and all submissions can be handled via our homepage (www.eawop2009.org), on which you will also find any other information you may need about the Congress.

We are very much looking forward to meeting you in Santiago.

Submitted by José M. Peiró, Chair of the Program Committee and Manuel Berdullas, Chair of the Organizing Committee

11.2. WOP Conferences and Congresses (2008-2010)

VI International Conference of Risk Prevention at Work

May 14-16, 2008

Coruña,

URL: www.orpconference.org

3rd Brazilian Congress of Work and Organizational Psychology

July 16-19 2008

Florianópolis, Brazil

URL: www.cbpot2008.com.br

Institute of Work Psychology International Conference

“Work, Well-being and Performance”

June 18-20 2008

Sheffield, UK

URL: <http://iwpcconference.group.shef.ac.uk>

11th Bi-Annual Conference of the International Society for the Study of Work and Organizational Values (ISSWOW)

June 22-25, 2008

Singapore

URL: www.lsus.edu/ba/isswov

29th International Congress of Psychology

July 20-25, 2008

Berlin, Germany

URL: <http://www.icp2008.org>

19th International Congress of the International Association for Cross Cultural Psychology

July 27 - 31, 2008

Bremen, Germany

Contact: k.boehnke@iu-bremen.de

4th European Congress on Positive Psychology

July 1-4, 2008

Rijeka, Croatia

URL: <http://www.pospsy.ffri.hr>

VI Iberoamerican Congress of Psychology

16-19 July, 2008

Lima

URL: www.congresofiapperu.com/

8th Conference of the European Academy of Occupational Health Psychology

November 12-14, 2008

Valencia, Spain

URL: <http://www.ea-ohp.org/Conferences>

14th European Congress of Work and Organizational Psychology

May, 13-16, 2009

Santiago de Compostela, Spain

URL: www.eawop2009.org

32nd Interamerican Congress of Psychology

June 28-July 2009

Guatemala

URL: <http://www.sip2009.org>

11th European Congress of Psychology

July 7 - 10, 2009

Oslo, Norway

URL: www.ecp2009.no

International Congress of Applied Psychology

July 11 - 16, 2010

Melbourne, Australia

URL: www.icap2010.com



CONGRESO BRASILEÑO DE PSICOLOGÍA ORGANIZACIONAL Y DEL TRABAJO

16 a 19 de julio de 2008
Florianópolis - SC - Brasil

Newsletter mayo 2008

PARTICIPE!

Promovido por la **Asociación Brasileña de Psicología Organizacional y del Trabajo – SBPOT**, el congreso tendrá una programación científica que contemplará los principales temas de la especialidad.

¡Aproveche esta oportunidad!

¡Haga su inscripción en el sitio del evento!

www.cbpot2008.com.br

<p>Promoción</p>  <p>SBPOT Sociedade Brasileira de Psicologia Organizacional e do Trabalho</p>	<p>Realización</p>  <p>Universidade Federal de Santa Catarina - UFSC Departamento e Curso de Psicologia / PPGP</p>	<p>Apoyo</p>  <p>Casa do Psicólogo®</p>	<p>Organización</p>  <p>OCEANO 55 48 3322 1021 www.oceanoeventos.com.br oceanoeventos@oceanoeventos.com.br</p>
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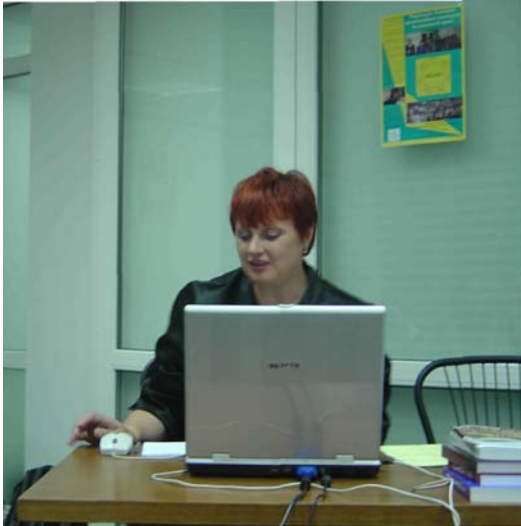
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12. INFORMATION ABOUT EDITORIAL TEAM

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