

**Chairperson's Address** Gina McCredie, September 2007**A Successful 2007 IOP Conference**

After many months of hard work the 7th Industrial & Organisational Psychology Conference/1st Asia Pacific Congress on Work and Organisational Psychology was a great success in Adelaide. We had a very full program consisting of a fantastic line up of keynotes, presentations, posters, practitioner fora as well as social functions. The large number of practitioner-focused sessions was a particular highlight, as was the informative and entertaining Barossa Big Day Out. Over 440 delegates attended the Conference. Congratulations to the Conference Organising Chair Maureen Dollard and her committee, with a special mention to Tony Winefield and Kathryn McEwen, for their significant contributions to the event's success. The profit made on the conference can now be used to further COP's strategic agenda.

**Rethinking Our Strategic Directions**

As I mentioned in my Opening Ceremony Speech at the Conference, organisational psychologists are increasingly under threat. Our areas of work are being encroached on by HR and other business consultants who are often better at selling themselves than we are. Our customers don't understand our unique value, and our Governments don't see us as anything but registered health professionals. In summary, 'business as usual' isn't working for us as a profession. We need to stand up and be counted, personally and collectively. As the professional association for organisational psychologists, COP is rethinking its strategy.

Our Membership Survey completed earlier this year highlighted the areas of most concern to organisational psychologists – areas for improvement included raising our profile, ensuring quality professional development and making membership less complicated for those interested in joining COP or upgrading to become a full member.

As well as hearing the views of members and non-members via our survey, we also need to ensure we understand the APS perspective, as well as that of our customers. Lyn Littlefield and I have set up regular meetings to discuss the advancement and promotion of organisational psychology. I am also talking with several key purchasers of our organisational psychology services (mainly large organisations) to get their views on what they expect and need from organisational psychologists and the College. All these views and inputs will be fed into the National COP Committee's Planning Day on Saturday 6 October. I will report back on the outcomes of our Planning Day in the next edition of TOP.

**Table of Contents**

Chairs report by Gina McCredie . . . . .	1
Managing Editors Overview . . . . .	2
Three worthy recipients of the 2007 Elton Mayo Awards. . . . .	3
What's the difference between IO Psych and HR? And who cares? . . . . .	4
Membership survey first step in revitalising COP engagement. . . . .	5
Lessons in learning: Meeting our own development needs. . . . .	6
Getting Proactive About Organisational Change. . . . .	8
Organisational Change Management. . . . .	10
Organisational Change: "My Failures"...not. . . . .	13
John H Champness BA PhD MAPS, Psychologist . . . . .	15
Professional Development Events . . . . .	16

## Managing Editor's Overview

This edition of TOP outlines highlights from a very successful Adelaide Conference, including the profiles for our three winners of the Elton Mayo Awards.

Former NSW Chair, Sharon Bent provides a stirring description of what was one of the most hotly debated conference topics: What's the difference between IO Psych and HR? And who cares? Sharon has skillfully articulated the main points emerging from this debate. The message is clear that organizational psychology is a valuable profession, but one which needs to improve its ability to market itself.

Lisa Interligi provides us with a summary of main points from our membership survey. The survey results indicated that the College is effective in retaining members, but there are areas for development in stronger marketing of our profession, higher frequency of professional development events and more inclusion of college members. Lisa's article highlights ten priorities that the College will be pursuing over the next few years.

One of our experienced college members, Joanne Fitzgerald, provides a frank overview of necessary directions in future development events.

This edition focuses on organizational change and features three articles emphasizing very different perspectives on this topic. Following on from a popular theme at the Adelaide Conference, Macquarie University Researchers Justin Wal-

lace and Doctor Ben Searle explore the role of "proactive behaviour in employees". If you belong to an organisation that may be interested in developing a proactive workforce, please contact either Justin Wallace (justin.wallace@students.mq.edu.au, 0405 764 215) or Dr Ben Searle (02 9850 8066).

Tom Pietkiewicz provides us with a well researched practitioner's perspective on the origins of popular change models, the global imperatives that drive change, and the practical considerations in change implementation.

Tom White generously shares his experiences of what he first thought were failures in organizational change initiatives; only to be pleasantly surprised at the ultimate results.

We also want to bring college members' attention to an orbituary for John Champness who sadly passed away on 22nd August 2007. John contributed to the development and betterment of organizational psychology for over fifty years. He will be missed by his many friends and colleagues.

## Submission Guidelines

**The Chief Editor and Editor welcome all constructive input, articles, letters and ideas from Organisational Psychology College Members. We would just like you to help us out by abiding by some simple house keeping rules:**

- **Please ensure that any articles are formatted properly, spell checked and proofed prior to being submitted for publication. (while we reserve the right to fix your copy or modify the formatting, we may not do so!)**
- **Obtain the Chief Editor's (Gina McCredie) approval prior to any articles being written on commercial sponsors.**
- **Please do not submit material that is defamatory, libellous, racist or discriminatory in nature. We will not publish it.**
- **All images, artwork and fonts to be submitted as separate files! Do NOT include Artwork or photos as a part of a Word file without submitting separately. Preferred format for photos are TIFF or high quality JPG.**
- **Please submit all TOP content to Martha Knox-Haly at martha@mkarisk.com.au**
- **Our next issue will have the theme of Online Testing.**

**Submission date: October 31st 2007 & publication date: 2nd December 2007**

## Three worthy recipients of the 2007 Elton Mayo Awards

At the 2007 IOP Conference dinner held in Adelaide COP Chair Gina McCredie presented the Elton Mayo Awards for Outstanding Contributions in IO Research and Teaching, Practice and Early Career. These awards are designed to honour those organisational psychologists who have made a significant impact on the profession of organisational psychology, be it in teaching and/or practice. To receive an Elton Mayo is to receive the College's highest level of professional recognition.

We congratulate the following winners, and include here their nominations so that you can read about their achievements.

### Elton Mayo Award for Outstanding Contributions to IO Research and Teaching: Professor Barry Fallon

Barry Fallon's claim for outstanding contributions to I/O Research and Teaching are: He was convenor of Post Graduate Organisational Psychology at Melbourne University and is currently the Foundation Professor of Psychology at Australian Catholic University. He has taught I/O units at all tertiary levels, among the higher research degree theses he has supervised 21 were in I/O. Currently he is supervising 8 theses in I/O. In 2006 he received the Excellence in Post Graduate Supervision Award from ACU. In addition to a co-edited book, and a co-authored chapter, among his refereed publications over 19 in both national and international journals in I/O. He is an ARC assessor, reviewer of articles, and examiner of theses from other universities. Barry has over 30 years involvement the APS and the I/O College. Barry is a Fellow of the APS and served - 8 years as Treasurer, 18 years as a member of Council/Board member

including 2 years as President, 12 years involvement in accreditation including as a foundation Director of APAC. He has organised 2 international, 3 APS National, the inaugural I/O, and 6 National Relationships conferences. He is currently a member of the Victorian Psychologists Registration Board. His sustained and creative involvement in I/O and its development makes him an ideal candidate.

### Elton Mayo Award for Outstanding Contributions to IO Practice:

#### Dr Mike Knowles

Mike Knowles has made two major contributions to the development of organisational psychology. The first is as a pioneer in introducing Organisational Psychology, Human Resource Management, Management Skills, Managing Change, and the method of Process Analysis into the MBA at Monash University. Through his work he has facilitated changing the culture that typified Australian organizations from one that was not supportive to one that was conducive of the work of organisational psychologists. His work has included research supervision, publication of research in three principal journals in the field, and presentation of keynote addresses and symposia at national conferences and international congresses. He has contributed substantially to the development of management education in Australia characterised by a strong behavioural component. The second contribution is through the offices held in the APS and the International Association of Applied Psychology (IAAP). In the APS he held the office of Treasurer (1971-1975) and President (1980-1981). In the IAAP he held the position of Secretary General from 1990-1998 and in 2006 he was elected President (the first Australian to hold the post), a position he shall hold until the next congress of the IAAP which will be hosted in Melbourne in 2010.

For services such as these and others he was presented in 1998 with the inaugural Annual Award of the American Psychological Association for 'distinguished contributions to global psychology'.

### Elton Mayo Award for Outstanding Contributions to IO by an early career psychologist

#### Dr Peter Langford

In the nine years since graduating from his PhD Peter has excelled in both science and practice. After working for two years in the Change Management division of Accenture, Peter returned to Macquarie University where he continues to teach business and psychology to undergraduates and postgraduates, chairing courses involving a total of nearly 3,000 students, was Director of the organisational psychology postgraduate program for three years, and was in 2006 promoted to Senior Lecturer. He has produced 30 peer and non-peer-reviewed publications, has been involved in 33 presentations at conferences and professional forums, and has supervised the research of 46 fourth-year and postgraduate psychology students. Emerging from his research interests in organisational culture, in 2002 Peter established Voice Project – a research and consulting company specialising in organisational surveys, based on campus in Macquarie University's corporate Research Park. Through word-of-mouth recommendations, Voice Project has grown rapidly and has now conducted over 200 projects with 100 clients, involving 250,000 employees and clients. By the end of the current financial year Voice Project will employ 11 psychologists and achieve \$1m in annual revenue. Peter is passionate about advancing organisational psychology and his work is an outstanding example of research-based practice and practice-driven research.

## What's the difference between IO Psych and HR? And who cares?

by Sharon Bent,  
Organisational Psychologist.

At 9.15am the morning following the conference dinner the room was surprisingly packed and the atmosphere full of anticipation over the hot topic up for debate – 'IO Psych and HR: What's the difference and who cares?'

Participants were asked to consider the first half of the question 'whether there was a difference' from the client or purchaser's perspective, rather than that of an Organisational Psychologist.

The room was then divided into two camps – those arguing that there was a difference from the client's perspective and that they do/should care; and those arguing that there was no difference and that the client did not care.

The responses – which appeared to be more from an Organisational Psychologist practitioner's perspective that the client's - were as follows:-

1. There is a difference and we do/should care ...

- IO Psych is systematic
- IO Psych is evidence-based
- IO Psychs measure ROI (Return On Investment)
- How we do things is different
- We understand human behaviour: individual differences and the theory behind it
- Our work is principle- and theory-based so we can tailor our approach to achieve outcomes
- IO Psychs are credible experts

- IO Psychs have critical thinking, evaluation and analysis skills
- We understand cognition, motivation and emotion
- We challenge management myths e.g. links between job satisfaction and productivity
- We do psychological testing and individual assessment

But

- We also have more self-limiting beliefs than our HR practitioner counterparts which means that we are likely to be more conservative in our marketing and promised benefits to clients
  - We are pessimists and cautious
2. There is no difference and no one cares ...
- We have the same products and outcomes as our HR-trained colleagues/competitors
  - Building rapport is important to both groups
  - We operate in the same space i.e. Management
  - We do the same activities (the 'what') and whilst the particular way we do them (the 'how') is different – i.e. evidence-based – this is not important to our customers/clients provided the outcome is achieved
  - We appear to use similar strategies eg. assessments
  - Our customers/clients are not interested in the difference anyway, or find it boring
  - IO Psychs refer to HR as their area of expertise (rather than org psych) in the absence of our own identity

The debate just seemed to be hotting up when time ran out, however it seems that a number of key points should be made:-

1. The fact that most participants did not answer the question from the client or purchaser's perspective as instructed potentially indicates that perhaps we found this too hard and that we do not know whether our clients know or care whether there is a difference between our services and those of our HR practitioner counterparts. We only know that we know and care! For a profession whose efficacy is built on being aware of others perspectives, emotions, behaviours, and motivations, this is somewhat disappointing.

2. That whilst there may not appear to be much difference at a concrete or surface level between what we and our HR counterparts do, the way we do it is different and this needs to be highlighted and valued.

This conversation needs to continue if we are to effectively market our unique offerings to both prospective clients and our fellow psychologists. To do this successfully, it seems that we must:-

- Truly think about our offerings from the client and purchaser's perspective, and in particular, if and how the way we do things differently from others who work in the same space, does add extra value to the client.
- Once we identify the 'value adds' we provide, we need to be able to describe these clearly and in terms that are relevant to the client eg. Financial ROI via use of utility analysis, impact on staff retention and productivity via evidence from peer-review journals etc.

Participants in the practitioner's forum also identified a number of very practical strategies for leveraging off this difference. These included the need to:-

- Write and learn a 30 second 'grab' explaining who we are

and what we do to potential clients

- Communicate this within the organisational psychology population and to those studying organisational psychology at university
- Prepare brochures and tip sheets

These are excellent first steps and if done with the purchasers' perspective in mind, will not only provide an invaluable marketing resource but also help clarify and confirm our own identity as Organisational Psychologists.

I am proud to be a member of this 'tribe' and throw out the challenge to all of you to contact the National COP committee and volunteer even 1 hour of your time towards one of these worthwhile strategies. If you would like some help getting started, please contact either your State Chair or myself on either sharonbent@bigpond.com or mobile 0438 683 181.



## Membership survey first step in revitalising COP engagement

By Lisa Interligi

The APS College of Organisational Psychologists (COP) recently conducted a national survey with the aim of increasing and retaining membership. The key findings from the survey were presented at the recent I/O Psychology Conference in June 2007. A series of workshops were held with current members and key stakeholders as the first step of developing an engagement plan.

Consultation with members and potential members of COP will continue over the coming months as programs to address new member recruitment, professional development, marketing, communication and member services are created and implemented.

The "top 10" findings provided a summary of the survey results. According to COP Chair, Gina McCredie, the "top 10 findings" reinforced the need to address concerns that have been raised previously, and which will provide a focus for the COP committee and other interested members in strengthening the relationship between COP and its membership.

"Many of the survey findings played back some of the discussions we have all had about the value and role of COP, and more fundamentally, the value and role of our profession," Gina said.

"There is some work to do on the latter, with many of you suggesting that we – the COP National Committee - need to be leading the debate on the differentiation between I/O psychology and human resources. We will be having that debate in the coming months and in the process; and will be drawing on your views as psychology profes-

sionals, practitioners and academics," said Gina.

The "top 10" findings are summarised as follows:

### 1. Increase member involvement

Retention rates of COP membership are high with 93% of members indicating that they intend to continue their membership for the next 12 months. However this may reflect the difficulty of the joining process rather than the level of member satisfaction. Few members said that they had actively contributed to COP (for example, been an office member, participated on a committee, provided supervision, encouraged another psychologist to join COP), and 65% said that they had no intention in participate more actively with COP. Given COP is a volunteer-based professional organisation, this intention and actual co-production behaviour may limit the ability for COP to implement its engagement plans.

### 2. Be clear on our goals

More than one third of current members don't understand or agree with COP's goals, or think they are worthwhile, with 41% not committed to COP's goals an objectives. Consultation and communication on the role and priorities of COP is planned.

### 3. Improve professional development

Less than half of current COP members are satisfied with the professional development programs in terms of range, quality and relevance. More than 80% of members want PD events that target different levels of profes-

sional experience, reference recent literature and refresh knowledge. Professional Development is one of the key priorities for COP.

#### **4. Communicate more with members**

Based on similar findings in a British Psychological Society survey, a high level of ambivalence in member responses suggests lack of contact with COP.

#### **5. Market our profession and COP**

More than 70% of members said that COP membership did not contribute to their employability, with 32% reporting that Cop membership is looked upon favourably by employers and clients. Marketing both the profession and COP was seen as a high priority among members.

#### **6. Advocate for members**

Satisfaction levels with the way members are represented with key stakeholders range from 21% to 27%.

#### **7. Facilitate new members joining the College**

64% of non-members said that they would take steps to join COP in the next 12 months. Potential members are seeking high quality PD programs and career-building support (mentoring, networking and socialising with other professionals).

#### **8. Demonstrate return on investment**

51% of potential members said that perceived low return on investment was a barrier to joining. For example, non-members reported that it was more effective for them to “pick and choose” PD events and pay casually than to join.

#### **9. Better utilise COP media**

There is an opportunity to use the COP website more effectively, with 58% of members reporting that they seldom or never refer to it. Readership of TOP can also be improved with one in five members reporting that they seldom or never read TOP, and a further 22% saying that they read it sometimes.

#### **10. Develop student membership**

Qualitative results suggest that there is an opportunity to increase the awareness of COP membership and benefits among students, and to provide them with more support to join.

According to Gina, while the “top 10” indicate COP’s priorities in building engagement, the ability to successfully plan and implement programs will be heavily dependent on the commitment and goodwill of current members.

“We need to be cognizant of the fact that COP operates on a volunteers, and that getting things done will rely on members taking on projects and contributing their time. We need to recruit more people to help. I see it as an investment in our own profession. Let’s face it, if we as organisational psychologists don’t protect and build our profession, no-one else will,” she said.

For more information about the project, or to express an interest in participating in the COP member engagement planning, please contact Gina McCredie at [ginaCOP@netspace.net.au](mailto:ginaCOP@netspace.net.au).



## **Lessons in learning: Meeting our own development needs**

**By Joanne Fitzgerald**

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As an experienced volunteer in several organisations and in different roles I appreciate the difficult and demanding nature of volunteering. As a member of a professional body, I have my own set of expectations for the value of that membership and my identity within the professional body.

As an experienced organisational psychologist and member of the APS and COP I regularly look to these two entities for professional development opportunities and unfortunately I am often disappointed with what is offered. In one such recent search I responded to a call for expressions of interest (EOI) in small study groups for experienced psychologists (more than 5 years working experience) published in the Victorian State APS Newsletter.

The outcome of that EOI was my attendance at a Melbourne Branch Committee meeting at which I learned several things about the floated idea of study groups. Of greatest significance was the most disappointing fact that there really is no agenda nor capacity within the Melbourne APS Branch to tailor such groups to meet the needs of organisational psychologists.

This prompted some further reflection and research on my part, leading me to some rather grim conclusions for the implications for my own continuing professional development and the intention and capacity of the APS to respond to the unique needs of organisational psychologists more broadly.

## **The desire for ongoing professional stimulation and development**

Firstly, let me state that I was very enthusiastic about the idea of joining, even running, a small study group specifically for a peer group of experienced organisational psychologists. Over the years my own professional practice and knowledge have been greatly supported and developed through a number of peer learning groups I have attended – although in those instances the peers were rarely organisational psychologists but psychologists and organisational consultants. I am keen now to engage in such a learning forum with organisational psychologists. I envisaged an active, interested group of my peers, meeting regularly (but not too frequently) to share experiences. This group would offer their knowledge and acquired wisdom to each other, and do the hard yet rich work of learning about ourselves in our work as we further develop skills, techniques and approaches to enrich our work as specialist organisational psychologists.

I envisaged a learning space that values reflection – enabling people to take a step back to actively witness and explore their own practice and experiences in greater depth, bringing to the surface political, social, dynamic and emotional experiences that arise.

My research revealed that the APS is offering a couple of forums for learning and development that I believe are important, meaningful methods, but that they are NOT meeting the needs of organisational psychologists. The Melbourne Branch's new initiative - the formation of study groups for experienced psycholo-

gists - would be greatly beneficial to organisational psychologists however it is targeted towards counselling and clinical psychologists. Similarly, the peer consultation network organised across Victoria offers the opportunity for conversations amongst like minded individuals, however none available focus on areas of organisational psychology.

## **The absence of organisational in APS Communications**

In fact my review of the last 12 months of the APS State Newsletter indicated that the one field of psychology consistently not represented in that communication is organisational. In my observations and experience here in Victoria the lack of representation by the APS of the COP and organisational psychologists generally is evidenced by the events and college information that are published in the Victorian State Newsletter.

Over the last 12 months, information about colleges and professional development has appeared in this newsletter repeatedly for clinical psychology (32 entries), counselling psychology (25), health psychology (19) but only once for organisational psychology. All other colleges (excepting sports psychology) are represented more frequently in the newsletter than the college of organisational psychology, including educational and developmental psychology (11), community psychology (9), forensic (7) and clinical neuropsychology (4). There appears greater integration of these colleges into the generic APS publications in Victoria at least.

## **The split seems obvious**

It seems obvious for me to conclude that the college meant to represent the interests and needs of the organisational psychologists within Victoria has actively withdrawn or been deliberately split off from the umbrella of the APS within this State.

I appreciate that COP has its own national newsletter – TOP – and hence may choose not to participate nor even advertise events in the APS State newsletters. There are no doubt reasons for this decision and invisibility within the overarching APS communications, however the absence has implications. And whether this is sufficient to meet COP's membership needs is debatable.

And so I turn to the college itself to seek comprehensive specialist professional development in order to meet my APS PD requirements. However I am again underwhelmed by what is offered to me as there appears a lack of developmental opportunities offered to both experienced and emerging organisational psychologists over the last two years by the COP itself.

The Victorian branch of COP prefers to communicate with its membership via email and the internet. However the COP website for Victoria (VIC Events and PD Activities, 2007) currently records no upcoming events, only three professional development events for 2006 and a mere one event for 2005. I acknowledge that more events been conducted (I have attended a few of them) however the lack of adequate communication means the events are poorly advertised and COP appears poorly represented in the broader psychology profession.

Perhaps this lack of advertising for professional development has contributed to the 25% reduction in full membership for COP in the last two years (Interigli & Wilson-Evered, 2007). Or perhaps it's the nature of PD events offered that fails to excite the membership.

### Being an active member

When the system fails to meet an individual's needs perhaps it becomes incumbent on that individual to attempt to meet his or her own needs, and to hope in the process that others' also express interest. That is what I am proposing now – to offer a learning forum that I believe will meet mine and other experienced organisational psychologists' needs.

I am keen to facilitate a beginning, a chance for others with similar interest to come together to explore the potential of developing our own learning forums. I imagine getting APS "PD Points" approval, but frankly that is of less interest to me than the notion of creating a learning space that genuinely meets and extends my current practice and knowledge.

### Call to action....

Hence I am interested in hearing from other experienced organisational psychologists who are interested in exploring whether or not a peer or study group for experienced organisational psychologists would facilitate their professional learning.

I envisage a small group firstly meeting to discuss who is interested in what.

I imagine the group which I will be interested in joining or even facilitating will focus on reflection and shared practice as a learning mechanism, exploring the actual

work and consulting issues that the members of the group bring to that forum.

I further envisage that I and each member will bring into the group their capacity to learn and to teach, and that in developing the right containment for the group and our work we will share a very rich learning experience.

If you are interested in such a conversation please contact me directly on 03 9852 7771 or joanne@designedinterventions.com.au. I look forward to learning with some of you.



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## Getting Proactive About Organisational Change

By Justin Wallace & Dr Ben Searle from Macquarie University

Current trends in organisational change focus on the content of changes to the environment (e.g., changes to job design or incentive systems) or the process of changes to the environment (e.g., involving employees in decision-making or preparing an appropriate communication strategy) that are most likely to yield the desired changes in employee behaviour. Change management experts talk about how if we change the environment this way, we may get more desirable behaviours than if we change it that way. However, there is part of the "organisational change" equation that is often left unexplored, namely that employees who are more proactive tend to bring about small- and large-scale changes in an organisation, sometimes entirely on their own.

Proactivity is an area of growing interest to organisational psychologists. At our recent conference in Adelaide, many presenters made reference to employee proactivity. So what does it mean? A proactive person is one who brings about meaningful environmental change "...by identifying opportunities and acting on them; showing initiative, taking action and persevering" (Crant, 1995, p. 532). Proactivity has been conceptualized in a number of different ways, including the constructs of voice (Van Dyne & Lepine, 1998), taking charge (Morisson & Phelps, 1999), personal initiative (Frese, Kring, Soose & Zempel, 1996), and proactive personality (Bateman & Crant, 1993). Some

researchers view proactivity as a personality type, others view it as a changeable behavioural syndrome.

However we define it, there is little doubt that proactivity has great relevance to business. People who are proactive are more likely to perform better in organisations (Crant, 1995), particularly in leadership roles or in terms of creativity and innovation (Crant & Bateman, 2000). On a personal level they have better career success (Siebert, Crant & Kraimer, 1999), and cope better with stress (Aspinwall & Taylor, 1997; Parker & Sprigg, 1999).

So what causes proactivity, and is there anything that we can do to make employees more proactive?

At the level of the organisation, research has highlighted a number of organisational strategies that promote proactive behaviours. These include a climate of initiative (Baer & Frese, 2003), management openness (Morrison & Phelps, 1999), co-worker trust and job autonomy (Parker, Williams & Turner, 2006). Practitioners seeking to create self-changing organisations should ensure that employees can make their own decisions, and that they can also trust their co-workers and managers to support proactive behaviours.

Another level of analysis considers the different individual factors that encourage proactivity. The major antecedents of proactive behaviour are role-breadth self-efficacy (Parker, 1998), felt responsibility, control orientations and change orientations (Frese & Fay, 2001), and also flexible role orientations (Parker, Wall & Jack-

son, 1997). A clear understanding of these is required to determine whether it is possible to train individuals to be more proactive.

Role breadth self-efficacy refers to an individual's judgment regarding their ability "to perform a range of proactive, interpersonal, and integrative activities that extend beyond the prescribed technical core" (Parker et al., 2006, p. 638). It is often seen as a more general form of self-efficacy. An individual is more likely to perform a proactive task if he/she believes he/she is capable of completing it (Bandura, 1997).

Control orientation is comprised of three facets (Frese, & Fay, 2001). They are control appraisals, self-efficacy and control/responsibility aspirations. Control appraisals refers to one's perception of their authority to impact on work decisions and outcomes (Frese & Fay, 2001). Self-efficacy, as described above refers to one's perceived ability to complete a certain action effectively (Bandura, 1997). The third facet involves the individual's need to accept responsibility and to desire control in the workplace (Frese, & Fay, 2001). An individual is more likely to be proactive if he/she believes he/she can effect change and accepts responsibility for doing so.

Change orientation involves employees' general attitudes to change and their perceptions of the potential negative consequences of performing proactive behaviours (Frese & Fay, 2001). Such consequences include increased stress as a result of changing the environment and making mistakes during the

change process. An individual is more likely to carry out a proactive role in the organisation if he/she has a healthy change orientation.

Flexible role orientation refers to the need for individuals to view their roles in the organisation in more general terms, above and beyond their immediate set of technical tasks (Parker et al., 1997; Parker et al., 2006). An individual is more likely to be proactive about achieving constructive changes if he/she perceives his/her role more broadly than merely the specifics listed in a job description.

Felt responsibility relates to the belief that one is duty-bound to bring about positive change (Morrison & Phelps, 1999). An individual is more likely to complete proactive behaviours if he/she believes that bringing about change is part of his/her role in the organisation.

At Macquarie University, we are currently developing a training program that uses specific interventions to create change in each of the above antecedents in an attempt to increase employee's proactive behaviours. If you belong to an organisation that may be interested in participating in some training effectiveness trials please contact either Justin Wallace (justin.wallace@students.mq.edu.au, 0405 764 215) or Dr Ben Searle (02 9850 8066).



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## Organisational Change Management

By Tom Pietkiewicz  
Principal Consultant  
ResolutionsRTK

Change can take many forms. It can involve technology, policy or behaviour. Regardless of its nature, for change to be successful it requires good leadership, and the engagement and participation of the people involved. Psychologists can play a pivotal role in achieving this, through methods that enhance the effectiveness of the change. This is true in the case of organisational change management, which will be the focus here.

The change management field has its origins in psychology. While it is often looked at as a system – as a set of processes and tools – it is still fundamentally underpinned by the behaviours, motivations, needs, fears and interactions of people.

One of the cornerstone models for understanding organisational change was developed by Kurt Lewin, a social psychologist working in the 1950s. His model, known as unfreeze – change – refreeze, refers to the three-stage process of change he describes. This model explains how to initiate, manage and

stabilise the change process. In essence, Lewin’s model of bringing about change meant unlocking the present social system either through data feedback, management development or confrontation. However, given the rapidly changing nature of organisations and the environments in which they operate, it is clear that this classic model for the process of managing change has become an anachronism. There seems to be an assumption with Lewin’s theory that organisations are fairly static and change is some break in the normative state. Considering that organisations are now urged to welcome change as a constant, one can appreciate that the notion of “refreezing” is no longer an option and more recent models have developed and extended this approach in more depth.

Organisational change management is especially relevant in current times. Intensive global competition, higher customer expectations and greater focus on quality have resulted in much greater requirements placed upon employees today than a few decades ago. Additionally, an explosion in information technology impacting on the way and speed with which we do things has provided a source of competitive advantage to organisations that can effectively adapt to change. There exists in the literature a number of change models to guide and instruct the implementation of major change in organisations. However, the first step is to recognise that the firm is or will become uncompetitive if change does not take place. To qualify as a corporate transformation, a majority of individuals in an organisation must change their behaviour. Thus, for most employees, the difference is palpable. Businesses are discovering that new capabili-

ties demand extensive changes in how work gets done, as employees are asked to think globally, cooperate with other units, challenge managers and show sensitivity for customer needs.

The goal of the change process, when improving operations, is to enhance the effectiveness of the organisation. This success depends heavily on management skill in leading the change process and understanding how people will react to change. Here, the role of the Manager/Leader in organisational transformation is essentially to encourage the learning of the organisation.

The first responsibility of management is to identify when and where change needs to take place. It is essential to understand and estimate how a change will likely impact on employee behaviour patterns, work processes and motivation. Change leaders must anticipate what employee reactions will be and develop a change program that will address all issues and achieve a successful outcome. The program must then be implemented, monitored for effectiveness, and adjusted where necessary. At all these stages psychologists can help.

While many of the models are well established, psychologists can again use their understanding and study of people to tweak and adjust the way these processes are delivered to maximise effectiveness.

The 'Top of Mind' team, through their psychological research, has provided a number of facts and actions that can make organisational change more effective. This is just a sample, more information can be obtained by contacting Dr Simon Moss at Monash University.

## **Receptivity to change**

### **Facts**

Individuals are more inclined to change their opinion after they consider the benefits and drawbacks of various options.

### **Acts**

Often, managers need to convince someone to change their preferences. In these instances, managers should ask the other person to specify the benefits and drawbacks of each option. This question enhances the likelihood that another person will change their opinion.

## **Confidence to change**

### **Facts**

When individuals focus on their future hopes and aspirations, their attention is directed towards possible gains and benefits rather than potential costs and complications. In contrast, when individuals focus on their immediate duties and shortfalls, their attention is directed towards possible costs and complications. They prefer any options that minimize costs—and thus improve safety and durability—rather than alternatives that maximize gains.

### **Acts**

To persuade individuals to embrace some change or proposal that enhances safety, wellbeing, or durability, they should be encouraged to consider their immediate duties and obligations. To persuade individuals to embrace some change or proposal that involves new features, they should be encouraged to consider their future goals and aspirations—perhaps in a workshop on motivation or career progress.

### **Facts**

Individuals can more readily be encouraged to undertake a behaviour or task in which they have never engaged before if they focus upon the problems this act resolves instead of the benefits this act affords.

### **Acts**

Sometimes, managers need to convince employees to undertake an act or behaviour they have never attempted before. Managers should focus on the problems this act solves, not the benefits this behaviour could present.

## **Flexibility**

### **Facts**

Individuals who can retain many, rather than few, words or numbers in memory at the one time tend to be less dogmatic, increasing their flexibility and receptivity to unconventional solutions.

### **Acts**

Somehow, to ensure that individuals are flexible and receptive to novel solutions, irrelevant distractions in their mind need to be eradicated. For example, any specific concerns of individuals should be recorded on paper rather than retained in their mind. In addition, managers need to ensure that employees do not feel unnecessary stress or pressure. Indeed, during stressful periods, in which the memory of individuals is consumed by irrelevant concerns, managers should not attempt to challenge opinions or introduce novel solutions.

### **Facts**

Employees who operate in workgroups or teams that comprise a broad variety of opinions—even if they disagree with many of these attitudes—become

more receptive to original perspectives. Employees who are exposed to a diversity of opinions from other workgroups do not demonstrate this receptivity

### Acts

Before managers plan to implement an initiative or practice, they need to introduce measures that will increase the receptivity of employees to new ideas. To achieve this goal, they need to identify the opinions of employees on a topical issue—often the issue the initiative is intended to address, such as affirmative action. They should then assign individuals with divergent opinions into the same project team, whenever possible.

### Supporting Peers

#### Facts

Employees who feel a strong urge to enhance their skills and expertise are actually more likely to assist one another. They are also less concerned about the possibility they will not complete the tasks they were assigned. Instead, they perceive this assistance as an opportunity to acquire effective skills and strategies.

#### Acts

To encourage employees to assist one another, the extent to which individuals develop additional skills and knowledge should be evaluated frequently. These evaluations should significantly influence decisions that affect pay, bonuses, and promotions.

### Supporting Workplaces

#### Facts

When employees feel an urge to form solid, cooperative relationships, they prefer to sit close to other individuals. That is, em-

ployees sometimes like to perceive themselves as members of a cohesive team or group. In these instances, they like to focus upon the similarities between themselves and other individuals. As a consequence, they unwittingly engage in behaviours that could facilitate this cohesion.

#### Acts

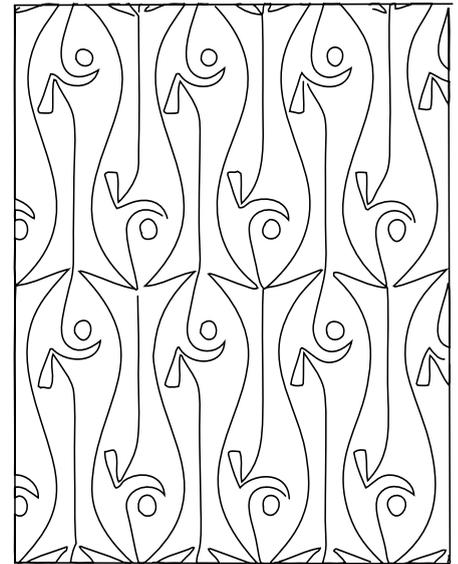
To enhance cohesion in workgroups, each week, employees should be encouraged to identify the similarities between themselves and their colleagues. For example, team leaders might ask employees to identify a topic in which everyone in the workgroup needs further training. This activity will not only enhance the relevance and utility of forthcoming training programs but will also facilitate cooperation.

#### Facts

Individuals are more inclined to feel a sense of ownership over some entity, such as an idea, project, or organisation if three conditions are satisfied: they must be able to control this entity, understand this entity, as well have invested in this entity. For example, if the technology they use demands some discretion, rather than operates automatically, they feel more control over their organization, which promotes altruism.

#### Acts

To enhance altruism, employees need to be granted more control over the operation of technology. Perhaps they could contribute to the decision of which technologies should be purchased, for example. Alternatively, they could be asked to be involved in specifying the drawbacks of these technologies and suggestions for improvement.



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## **Organisational Change: “My Failures”.....not**

**By Tom White, Ph.D. & Organisational Psychologist**

I have been fortunate to have had the opportunity of successfully working for over 20 years in the field of organisational change across all industry types and in multiple roles, i.e. program director, project director, coach, and consultant. My success can be attributed to an ability to influence CEOs, executive teams, etc., regarding the basic fundamentals of change management, project management, measurement, and supporting people through the emotional side of change. Nevertheless, I continue to be amazed at how much I am constantly learning.

Recently, I had the opportunity of working as a consultant, designer and facilitator for two extremely well known Australian organisations — one in banking/financial services (let’s call it BFS Ltd) and one in a technology-related industry (let’s call it Tech Ltd).

I think about these case examples as my failures, because that was my first reaction at critical points in time. However, as more water passed under the bridge, I came to see these cases differently. Upon further reflection, I thought perhaps other organisational psychologists would appreciate these stories, either to reinforce conclusions and learnings they have already formed or to build on their existing learnings.

A few basic fundamentals with which we all might agree are as follows:

Bridges (1991): To make the

shift from current state to future state it is important to be clear about both states and support people as they let go of the ending of the current state and make the transition to the future state.

Kotter (1996) and Cohen and Kotter (2005), taking just few of the critical success factors from each:

- Kotter--Create a shared vision, and Cohen--Get the vision right
- Kotter--Communicate the vision, and Cohen--Communicate for buy-in
- Kotter--Empower others to act, and Cohen—Enable action

### **My BFS Ltd failure story**

This case involved a large Shared Services function, which was managed by an Executive who had observed that he and his team were affected by change. The symptoms included lowered morale, lowered motivation, decreased productivity and a negative attitude (you will recognise these symptoms as change fatigue). After many futile attempts to organise a fundamental consulting approach, i.e. valid diagnosis and engagement, I finally agreed to do an offsite with the team. The team was comprised of 25 managers representing different functions and all had strong transactional cultures.

The offsite revealed that most of the team had a strong focus on “future worry” (a worry about what was happening now and where they imagined they might be headed). I processed this worry to good effect. Some of the work involved discussion. Other work involved individuals and groups endeavouring to clarify key ingredients for the future state, and subsequently work-

ing an exercise to create pictures around a desired future state. (I have a strong track record of facilitating creative visualisation work with CEOs and their teams.)

However, individuals working alone and in safe groups, struggled and struggled with this concept. Only minimal words were forthcoming, and no pictures were created. The managers just could not do it. They were stuck. “Maybe we are not ready to let go” the HR Manager openly expressed. To make a very long story short, I processed this work and the lack of desired outcome, to ensure everyone’s self-esteem was maintained.

Despite the lack of a diagnosis, I had hoped that this proven change management approach would work, i.e. clarify their vision through words and pictures, support detachment from the ending(s), and support attachment to the new beginning. Alas! This was not to be the case, and the off-site ended with this unfinished work. I had known from the outset that the odds were against me, nevertheless I had a positive view that we could pull it off.

Upon reflection at the end of the off-site, I began to feel a sense of failure in not being able to achieve, at the very least, the basics.

Two weeks later, I went to meet with the Shared Services Exec to debrief where he and his team were. I formed my own positive visualisation of that debrief in his office, which was totally enclosed in clear clean glass walls. I had the picture in my mind.

On the day of the meeting I walked toward his office, and from a distance I could tell that something was unusual about

it. The walls did not look right. When I got closer, I could see that there was something on the walls that totally blocked out the view of the Exec. Upon closer inspection, I saw the walls were covered with coloured pictures and words with all sorts of messages. I was shocked to say the least. In fact, before saying anything else, I could not help but exclaim “what is all this?!” He said he wasn’t sure, but it started after the off-site and the words and pictures kept evolving with some going up and others coming down. Everyone seemed to be contributing. I wish that I had taken a photo, because it was a most amazing sight.

The debrief revealed that there had been a significant shift in the team’s attitude, and the Exec admitted that since the off-site he was now sleeping much better.

Any lingering feelings of failure were quickly dispelled. Naturally, any consultant would have felt slighted that participants went off and did their own work without out consultant support. Didn’t they understand that the consultant was in charge? Clearly, too much empowerment! Hmmmph, no respect!

**Bottom line:**

- Being allowed to do basic diagnosis and other preliminary work cannot be underestimated.
- People who spend everyday with a deep task and/or transactional focus need plenty of time to get ready to dream, imagine, and picture the future for themselves and the team.

**My Tech Ltd failure story**

This case has more substance to it and is a unique story that will likely be told in more detail later

in the year. In the beginning, data had been collected on the preferred and actual culture and the data had been debriefed with the top 22 managers.

It was agreed that an off-site would be done to further clarify future direction and vision. For a number of reasons the MD considered the top 22 managers to be his team. (Yeah, I know, again a whole bunch of people---and my experience is that working with CEOs and very small groups is more productive. We don’t always get what we want.)

Characteristic of this business is the pressure on managers to stay very task focused. A lot of readiness work preceded the off-site, and there was a lot of readiness work at the off-site. At one stage the main team was broken into smaller groups with the task of describing the future state—the vision. (Naturally, each group was armed with coloured Textas, paper, and other implements of destruction.) Everyone struggled! However, bits and pieces began to emerge. The groups were asked to create images and/or pictures of the future state. Everyone worked very hard and yet full imagination and productivity were not forthcoming.

I circulated among the managers during the last break of the day to assess their state of mind. One manager said, “maybe we need more time to get our heads around this”. When asked what they wanted to do, all of them agreed that they wanted to keep working. They also agreed that once they were back at work they would finish within the month.

Being an experienced consultant, I thought to myself that this would never happen. I was convinced that back on the job with

task focus pressure, the managers would not be able to muster up the motivation and focus.

I had my own vision of how this off-site would turn out and hoped leaders would quickly see the future state and direction. What was happening at this off-site did not fit that scenario. Failure feelings were creeping in.

The next week I went back and debriefed the off-site with my client. The client had a different view from mine, “It was a good step forward” and so on.

Subsequently, the team picked the ball up and ran with it. Over the next month all the groups worked and produced good outcomes. They asked for and received more time. The more they worked the more motivated they became. They ultimately produced some outstanding outcomes. At one stage words, pictures, and colours were used to communicate and engage people throughout the company. Eventually this was translated into measured attitudinal and bottom line financial results.

Again feelings of failure were dispelled.

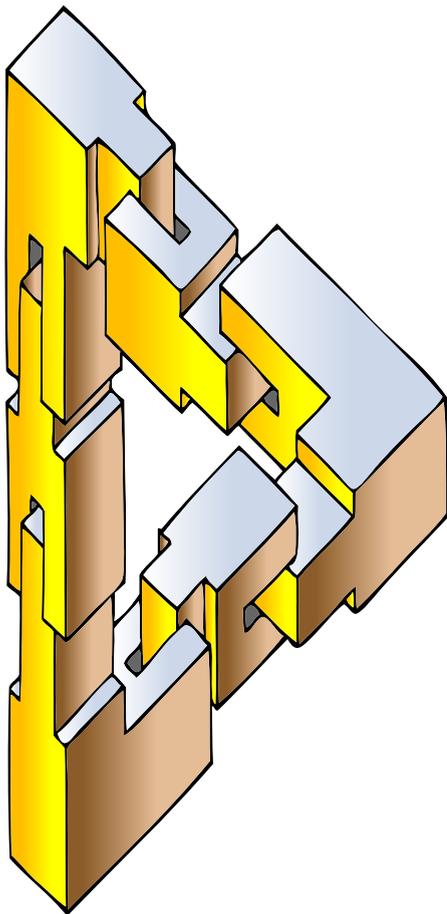
(Naturally, any consultant would have felt slighted that participants went off and did their own work without out consultant support. Didn’t they understand that the consultant was in charge? Clearly, too much empowerment! Humph, no respect! )

**Bottom line:**

People who spend everyday with a deep task and/or transactional focus need sufficient time to get ready to dream, imagine, and picture the future for themselves and the team.

## Conclusion

There may be a tendency to expect leaders to quickly determine where the organisation needs to go. And when they have difficulty doing so, we may begin to wonder whether they have the capability. However, if given enough time, it would seem that even the most transactional and task focused leaders can see what the destination needs to be and then shift in that direction.



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## John H Champness BA PhD MAPS, Psychologist

**9 Jun 1921--22 Aug 2007**

**By Denis Flores FAPS, Past  
National Chair, College of  
Organisational Psychologists,  
3 Sep 2007**

John Champness passed away in St John of God Hospital Geelong on 22 Aug 2007 at the grand old age of 86.

Born in 1921 in Kaniva in the Wimmera, John was a significant contributor to the field of Organisational Psychology for over fifty years. He graduated in Psychology from Melbourne University in 1949 and followed this with a Ph.D. at London University in Psychology 1953, under the tutelage of Prof Hans Eysenck.

In a long and distinguished career as an Organisational Psychologist, John held senior positions as consulting psychologist to institutions such as Geelong Grammar School, Victoria, and the RAAF (Reserve), working in Officer Evaluation and Air Crew Selection. He was also a senior consultant with W D Scott for three years, specialising in personnel selection, evaluation and training.

John's academic career included a senior lectureship at the Royal Melbourne Institute of Technology in personnel administration and training and Deakin University where he was responsible for MBA courses in Organisational Behaviour and Personnel Management. During this time he supervised seminal final year research projects in various areas,



including Education, Project Management and Evaluation in all three military services. He held senior positions overseas while on study leave at the Woolwich Polytechnic, London University, the Max Planck Institute in Munich, Germany, the Advanced School of Management, Calgary Canada, and as Research Professor at Alberta University, Canada, supervising MBA students.

He also carried out major research into marketing and economics, as well as into air crew and apprenticeship training with Qantas. John conducted staff development training including project management, team building and general management skills for several Commonwealth government departments and the Department of Human Services, Victoria.

John was also a co-founder and second President of RAPLink (Regional Action Partnership Link) a self-funded voluntary organisation that LINKS communities with the information or resources they need for community development projects. He prepared RAPLink's initial lifestyle survey and promoted at conferences and community gatherings in Victoria, NSW and Queensland helping to build good relationships with government and

academic organisations.

John was an original Member of the Australian Psychological Society, in 1950 and was made an inaugural APS Life Member in 2004. He had been a Member of the College of Organisational Psychologists since 1999, serving as liaison for regional branches and for rural and remote psychologists. He presented many papers on topics of interest to rural psychologists, and published many journal articles and papers, the most recent being “Towards a partnership approach to revitalising rural Australia” co-authored with Elizabeth Murphy.

John was a member of the National Committee of the College of Organisational Psychology since its inception, representing Rural and Remote Psychologists. He also served on the national Committee of the College of Health Psychologists providing strong rural links to this group.

John was passionate about promoting the profession of psychology in all areas, particularly Organisational Psychology, administration and research. John was a member of the Emeritus Faculty at ANU, the Royal Society of Victoria, and the Royal United Services Institute of Australia. For his outstanding services to Organisational Psychology, Dr John Champness was a very worthy recipient of the first “Award of Distinction” for the College of Organisational Psychologists, Australian Psychological Society in 2006.

He was an erudite, warm and committed psychologist, the likes of which we rarely see. He will be sadly missed.



### Professional Development Events

NSW COP 9th October 2007 6:00 pm – 8:00 pm Accelerated Learning Laboratory, AGSM Building, UNSW Gate 11, Botany Street, Kensington Contact: Joanne Abbey Telephone: 02 9745 5583 Email: joanne@corporatewellbeing.com.au	Assessing & Developing Leadership Capabilities
South Australian COP 21st November 2007 5.30 pm - 7.00 pm Royal Hotel 180 Henley Beach Rd, Torrensville Contact: Shelley Rogers Email: shelley@iod.com.au	Coaching to enhance attraction and retention
VIC COP 8 October 2007 6:30 - 9pm Stamford Plaza Hotel, 111 Little Collins St, Melbourne Contact: Sheree Eyles, 0412 365 596 Email college.org.psych.vic@gmail.com	Resolving conflicts - Evolving employees: Cultivating desirable qualities in employees



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