

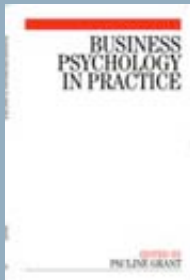
Jemstone Tidbits



HOT NEWS!

READ ALL ABOUT IT

The new publication by the ABP, part edited by Sarah Lewis, has many exciting contributions, including Sarah's chapter on Appreciative Inquiry



[click here to contact publisher for more information](#)

BIGGER AND BETTER

Jemstone Consultancy have added more information on appreciative inquiry to their website, to learn more about this exciting methodology [click here](#)

[appreciative inquiry](#)

A CONFERENCE CALL

Sarah Lewis is delighted to announce that along with her colleague George Karseras she will be Dean of the the ABP 2006 Conference. Watch this space for more information about this exciting event

Stories of strategy, change and personal engagement

Highlights of 2005 ABP Conference

As ever the Association of Business Psychologists Conference was an exciting mix of learning, networking and having fun! Some of the learning highlights for me were:

John Smythe, formerly of Smythe Dorward Lambert reporting on his research into what makes people really engage with a need for change. Some key points he noted were:

- ❖ The personal reaction to real engagement may involve emotions such as shock and surprise as well as feeling stretched and trusted
- ❖ That a truly engaging project is likely to have some distinct features, such as being an authentic invitation to contribute and involving genuine accountability
- ❖ That such engagement is a social process
- ❖ That such engagement affords and demands personal growth
- ❖ That communication is different to engagement
- ❖ That successful engagement has an element of personal implication, resulting in discretionary action, risk taking and collaborative behaviour

Deborah Rowland and Malcolm Higgs identified four key approaches to achieving strategic change

- ❖ Change Master: change as a craft skill
- ❖ Self Assembly: change as a toolkit
- ❖ Directive: change as pulling the right organisational levers
- ❖ Emergent: change as creating conditions for change

These styles correlate differentially for success with different change challenges, for example directive change is positively related to good outcomes when the change is low in scope and internally driven, but negatively to high magnitude, high scope change.

These papers, plus all the others given at the Conference are available for members to download www.theabp.org in the members section. The criteria for membership are also available here, including for the new category of Business Member.

Meanwhile, thinking about next year

One of the unexpected dangers of attending this lively and engaging conference is that you find yourself in the general spirit of goodwill saying yes to things, in my case to a request to be Dean of next year's conference. George Karseras quickly joined me as a second Dean, and a number of other fantastic people have come forward as volunteers for the committee. Of course I am delighted to have received such a vote of trust from the organization and am keen to ensure that our conference is excellent.

So, this is your chance to help by letting me know of any good speakers who you think might be interesting to an audience of business psychologists, and if you are a business psychologist yourself, what you would like to see at a conference. [I look forward to hearing from you.](#)

Indeed if you are a member of the ABP and would like to volunteer to join this years committee, it's not too late, just email me.

false beliefs and positive feelings, the basis for the popularity of teams

Never mind the question, the answer is 'team'

As promised in the last edition, we will look at why we want to create teams even when they are not the answer to the question. Allen and Hecht believe part of the answer is that we strongly believe that:

Teamwork increases performance

However, as they point out, extensive research has demonstrated that

- ❖ nominal groups produce more and better ideas brainstorming than interacting groups (nominal=acting separately and added together)
- ❖ interacting groups recall significantly less learnt material less than nominal groups
- ❖ interacting groups are often out performed by nominal groups or by individuals in decision-making, creativity and judgement tasks

On the other hand, it is clear that,

Being in groups can make us feel good

Well known effects of group, or team, membership include

- ❖ meeting needs for affiliation, belonging, and social comparison
- ❖ relationships imbued with meaning
- ❖ finding work or tasks more fun
- ❖ time passes more quickly
- ❖ reduces uncertainty
- ❖ increased enjoyment, job satisfaction and well-being
- ❖ enhanced and protected feelings of competence
- ❖ the positive illusion of group superiority

As we also strongly believe that happy workers are productive workers, thus we believe that teams are productive. The empirical evidence doesn't support the conclusion, but since we get the social-emotional and competency related benefits, does it matter?

For more on this see Allen and Hecht 'The romance of teams' Journal of occupational and organisational psychology, Vol 77, part 4, December 2004

'But I need it'

Father came down one morning to find his two children arguing over an orange. Failing to resolve the dispute, he took the orange away. More uproar ensued and the ultimate arbitrator was called. Mother decisively cut the orange in half and gave each child their share. Fair solution? yes, but see what happened next. The first child took her half, peeled it, threw away the skin and ate the half orange. Her brother took his half, peeled it, threw away the half orange and packed the peel to take to school for the cookery lesson. Fairness may be an absolute value, but the ability to maximize resources is context specific. How good is your organization at finding resource maximization solutions?

Win a copy of 'Business Psychology in Practice'

To win a free copy of this fantastic new publication, all you have to do is email me with the answer to the question below, being sure to include a postal address.

On the jemstone consultancy website, who says 'I trust Jemstone to deliver the product'? The prizewinner will be drawn from responses received by 15th July 2005

A new look newsletter

No doubt you have noticed this newsletter is in a new format. All feedback or suggestions for improvements as ever gratefully received.

Jemstone consultancy service

As ever, please contact us if we can help you with issues of individual, group or organizational performance, the facilitation of events, individual, team or organizational development or your unique issue or concern.

EI MEASUREMENT

Sarah Lewis is now qualified to use the Bar-On EQi to measure emotional intelligence. Useful in combination with existing personality assessment tools to help with issues of management or personal development, team development and performance issues.

JEMSTONE CONSULTANCY

Managing Director
Sarah Lewis

Phone

020 8293 0017

Fax

020 8293 4530

Email

[Sarah Lewis](mailto:Sarah.Lewis@jemstoneconsultancy.co.uk)

Website

jemstoneconsultancy.co.uk

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8 Bellot Gardens
Greenwich
London SE10 OAL