

EUROPEAN NETWORK OF ORGANIZATIONAL AND WORK PSYCHOLOGISTS—ENOP

ENOP Newsletter

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NEXT ISSUE OF THE NEWSLETTER

The next ENOP Newsletter will be published early in 1987. Information about events or current issues in your country would be of great interest to ENOP colleagues. Please send a brief note to Peter Dachler for inclusion in the next issue. His address is Hochschule St. Gallen, Guisanstrasse 11, 9010 St. Gallen, Switzerland.

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Meeting of the Coordinating Committee

in Paris, November 22, 1986

1. 1987 ENOP Symposium in Hungary?

Based upon a very generous invitation from our colleagues in Hungary, the 1987 ENOP Symposium is most likely going to be held in Hungary, specifically, in Siófok at the lake Balaton in the week of May 20-25, if some small remaining details can be worked out. Expenses, once in Hungary, will be covered entirely by our hosts for some 35 participants. A visit to Budapest as well as to one of the Hungarian factories are also part of the tentative program. Detailed information will be provided in the Newsletter before the Symposium.

Enzo Spaltro and Robert Roe, who as the program committee for 1987 have been working on the program for the ENOP Symposium are providing an overview of the program content in the next Newsletter. It goes without saying that our Hungarian colleagues will also have a role in the program.

2. ENOP Activities for 1987

Besides the ENOP Symposium, the CoCo knows about the following activities for 1987:

Workshops:

- NETWORK workshop on "What and how to teach with respect to information technology" April 9-11, 1987. See details in the call for papers.

- The workshop on Organizational Culture will take place in October 1987. See pages 7 and 8 of this Newsletter.

- Another workshop on Work Motivation is in the pipeline for 1987, to be organized by Henk Thierry and Uwe Kleinbeck. Again the status of this work shop was not clear at the time of the CoCo meeting.
- Speaking about workshops, as a result of the workshop held in September 1985, Charles de Wolff and Don Wallis have edited a book on Psychology and Hospitals which will be finished by the end of January 1987.
- And finally, given the problems with arranging rooms in good time at La Maison for workshops as well as submitting budgets by the appropriate deadline and with the required information, Anne will prepare a guideline for workshop organizers which will be available soon to all ENOP members.

Other activities:

- Preparations are already going on for the Sydney, Australia meetings in 1988. A variety of activities involving ENOP members are already being planned, so that at the moment an ENOP sponsored special program does not seem to make a lot of sense.
- IAAP Meetings in Kyoto, Japan in 1990:
Given the focus on applied psychology, it seems important that ENOP makes a significant contribution either as a network or as individuals within the framework of ENOP to that congress. This issue will be put as an agenda item for the business meeting at the ENOP Symposium. Please think about what might be a significant ENOP contribution and bring your already outlined ideas to the ENOP Symposium next Spring.
- Joint study programs:
The summer school type joint study program involving the respective universities of Bernhard Wilpert, Rob Roe and

Maurice de Montmollin on psychological issues in new technologies, although approved by the European Commission, is still dependent on support approval by the Volkswagen Foundation. A final paper outlining the whole program will be available in January 1987. If all goes well, the program will run in the Summer of 1988 in Berlin.

- Unfortunately the European Commission did not seem interested in a joint study program on organizational entry. Charles de Wolff will attempt to find out what other topics in work and organizational psychology might find support with respect to joint study programs.

Research:

There are currently three research programs running where ENOP members have served as the yeast in a cooperative research ventures:

Managers of the future	(ENOP member reporting to la Maison: Claude Levy-Leboyer)
WOSY	(ENOP member reporting to la Maison: Pol Coetsier)
IDE	(ENOP member reporting to la Maison: Bernhard Wilpert)

Since ENOP through the help and partial financial support of la Maison plays a role in all of these research programs which are all going on and doing well, it was decided to have one ENOP member of each program be responsible to inform us as well as La Maison of developments and results.

If ENOP is going to find a more meaningful identity within the YEAST IN THE DOUGH or Network of Networks model (see Minutes from the June 86 meeting of the CoCo), we should generate additional cooperative research venture between ENOP and other work and organizational psychologists in different countries. Please keep this in mind for the next business meeting!

Exchange programs:

The last newsletter reported a long list of exchange programs. Please keep the Newsletter editor informed about other exchanges planned or already carried out.

New members:

- Since Don Wallis is retiring from his university at the end of this year (HAPPY DAYS ARE HERE AGAIN: Good luck, Don!), the British contingent of ENOP have unanimously agreed to invite Prof. A. J. Keenan, Department of Business Organization, Herriot-Watt University, 35 Grassmarket, Edingburgh, EH1 2HT as a new ENOP member.

- 2 new members from the Skandinavian countries were suggested as well as 2 new members from Belgium. Since these people should be asked first, we will wait with names and addresses of these people until the next Newsletter.

The Structure of ENOP

Since ENOP identity, function and structure will be the main topic of the coming business meeting at the 87 ENOP Symposium, you will get another copy of the CoCo proposals developed at their June 1986 meeting with the invitation to the Symposium. In addition a draft of rules of procedures in line with those proposals will be sent to each ENOP member at that time. It is absolutely crucial that all of us give considerable thought to the intent and meaning of these proposals so that we can make some real progress and meaningful decisions at the next business meeting.

Some responses to the CoCo proposals are presented in the next three pages of this Newsletter.

THE FUTURE OF ENOP: MEMBERS' RESPONSES TO THE CO-ORDINATING COMMITTEE'S
PAPER DISTRIBUTED IN JUNE 1986

As requested by the Co-ordinating Committee, several members have commented upon the options raised for future ENOP activities and structure. Responses are set out below.

From Peter Herriot:

My colleagues and I welcome the Co-ordinating Committee's report, and agree in general that Option C is the appropriate one to follow. In particular, we see C2 as an important function, and believe that publication of such meetings should be pursued both in academic and media modes. In particular, issues of a specifically European nature should be tackled. One way of establishing a European identity is to demonstrate fruitful collaboration on European issues, and to demonstrate it to others than psychologists.

Second, we should explore much more thoroughly means of establishing communication networks. Computer conferencing is now more available, and the hard work put into the Directory of European Work and Organisational Psychologists by our Dutch colleagues should be capitalized upon. Not only mutual collaboration but mutual aid can result - in situations where applied psychology is threatened, the support of foreign colleagues could be of great help (I speak with feeling!).

Third, there are very major cultural and linguistic barriers still to be broken down before fluent and easy collaboration can occur. Perhaps their study could reap dividends, since it would result in recommendations to increase communication and understanding.

From Svein Kile:

In principle, I agree to option C. But the stricter rules do not appeal to me. I should at present be a candidate for exclusion if these were applied now.

The most relevant counter-argument is that ENOP may, believing to rid itself of dead weight, be counterproductive to its own goals. There certainly are a lot of institutions and persons, grateful for contacts and opportunities to attend, but for valid reasons unable to give full participation.

Other ways of resolving this should be considered. What if the most ardent and competent of our flock named themselves Members of the ENOP, and in addition opened up for affiliates, associate memberships - or some such title, allowing them (us) to join in at seminars, workshops and research activities when time and budgets and other duties permit?

An affiliate membership might also include paying extra for information received, the newsletter, conferences, etc. CoCo seem to be thinking in an either/or fashion. I would see our work as concentric. At the centre are "hard-core members", then come those who are "keenly

interested", and at the periphery are "information seekers". I see myself in the "keenly interested" band.

Contacts and dissemination of information may suffer from the either/or model, although that could serve to strengthen the work of the "hard-core members". I cannot (for several to me very good reasons) promise to be able to line up to the either/or model.

From Uwe Kleinbeck:

I like the idea of ENOP serving as a network of networks. So the reported consequences for membership as well as Annual Symposia changes find my support.

Furthermore, I basically agree to the planned Composition of the CoCo group elected for a 2-year trial period.

Concerning the mentioned 4 programmes, let me put forward some issues that might be of interest for work and organizational psychology during the following years:

- Psychological aspects in the quality of work
- Designing work and work groups
- Reliability in man-machine systems
- Methodological developments in work and organizational psychology.

From Jacques Leplat:

I have just received the "ENOP ideas and suggestions". I appreciate this text and agree with its general conclusions.

From Maurice de Montmollin:

It seems to me that a critical characteristic is missing in the published analysis: the fact that ENOP is an association of University Professors in I/O Psychology. This fact has two consequences:

1. Professors are on average older than the majority of I/O psychologists (both in universities and enterprises). Hence, if not regularly senile, they very often are conservative. The trend for ENOP to become a club of senators is evident.

Suggestion: modification of the admission criteria: quality of scientific work, and not yet position in the local Establishment (the correlation is positive, but very low).

2. Even if they serve as part-time consultants, University professors are more oriented towards texts (from their colleagues and students) than towards complex I/O realities, which are horribly deceptive.

Suggestion: To elect as a unique topic for our meetings, conferences, reflexions and publications the following question:
"Why is I/O psychology actually not working?"

From Jose Peiro:

First of all, I think that the Yeast-in-the-Dough-Model is the option that can best fulfil the main objectives of a group like ENOP.

The objectives formulated by CoCo for ENOP in the next few years are in my opinion adequate to the new situation, and will be fruitful for European W/O Psychology if they are accomplished.

I would add a new item related to information exchange between W/O Psychology academic institutes, other research centres, professional and scientific associations. As far as ENOP aims to act as an initiator and motor within European W/O Psychology and to promote activities open to European researchers, improved dissemination of information about aims and activities is required to improve participation in those activities.

Related to the structural consequences of Option C, I agree in general with the rules suggested. However, in the item dealing with Annual Symposia it is not clearly specified if CoCo thinks they have to be planned according to 1) a "conference or symposium model" with a single topic, as seems to be intended in 1987; 2) as a planning meeting for developing new programmes and activities, or 3) as a mixture of the two. In my view, option 2) seems the most adequate to the goals established for the next few years.

From Peter Warr:

ENOP has made impressive progress in a very short time. The development of European links in W/O psychology during the past five years has been quite remarkable, and ENOP has undoubtedly played a major part in these desirable changes.

However, organizational styles and structures need to be adapted to meet changing needs. Tight restrictions to create a small group of senior academics were helpful in the initial stages, but that restricted network now requires expansion.

If the overall number of ENOP members cannot be increased, then we should encourage some turnover of members and the inclusion of less senior people. In that respect I agree strongly with Maurice de Montmollin in his comments above. Alternatively, or additionally, we should develop a multi-layered structure rather than an either-or membership specification (as argued by Svein Kile, above).

FORTHCOMING MEETINGS

ENOP Workshop: Organizational Climate and Organizational Culture, a European Perspective

This meeting is provisionally scheduled for 1 and 2 October 1987 in Paris, for around 20 participants.

The organisers are Professor G. De Cock, Professor R. Bouwen and Dr. K. De Witte from K.U. Leuven, G. Ekvall from The Swedish Council for Management and Work Life Issues, and Professor E. Spaltro from Bologna, Italy.

An extensive bibliography about the topic is being prepared. Furthermore contact is made with North Holland Publishing Company for publication of the papers to be discussed during the workshop.

Further details are available from Gaston de Cock, Department of Psychology, Katholieke Universiteit Leuven, Tiensestraat 102, B-3000 Leuven, Belgium.

Working Conference: A Macro Strategy of Effective Transfer of Knowledge Affecting Quality of Worklife into Action in Contemporary Work Realities

Organized by the IRA Memorial Foundation for the Development of Human Engineering in Israel, in co-operation with Tel Aviv, Haifa, and Bar Ilan Universities, this conference will be held in Tel Aviv between 6 and 11 September 1987. Parallel to the meeting will be the "10th IRA-Symposium on Turning Quality of Work Life into Action".

International Study Groups and visits to relevant sites in Israel will also be organized by the Foundation. For details about both programmes, contact the IRA Foundation for Development and Human Engineering, 5 Shderat Haoranim, Ramat Efal 52960, Israel.

Working Group on the Methodological and Theoretical Study of Complex Situations and Corresponding Complex Cognitive Activities

This group is meeting over a period of two years, funded by the CNRS (National Centre for Scientific Research). The paradigm situation is that of nuclear power plants, and the group is made up of both university and industrial researchers.

Meetings are usually in French, but there are some plans, and maybe funds, for an international English-speaking Network. For information, write to: Maurice de Montmollin, Laboratoire Communication et Travail, Universite Paris-Nord, 93430 Villetaneuse, France.

The Third West-European Conference on Work and Organizational Psychology

This will be held in Antwerp between 13 and 17 April 1987. Information can be obtained from Dr. K. de Witte, University of Leuven, Tiensestraat 12, B-3000 Leuven, Belgium.

VISITS AND EXCHANGES

Several visits and exchanges between European countries have taken place or are planned. Those notified to the Newsletter are summarized here; please send information for inclusion in future issues.

- (a) Robert Roe (TU Delft) gave lectures in Valencia and Madrid between 11 and 16 November 1986.
- (b) Ekkehart Frieling (Gesamthochschule Kassel) gave lectures in the Netherlands between 21 and 24 October 1986.
- (c) Several ENOP members took part in the First European Conference of Professional Psychology, in Lausanne between 10 and 12 September 1986.
- (d) A Workshop on Youth Employment and Unemployment, held in Toledo between 15 and 22 December 1986, also had contributions from ENOP members.
- (e) Juan Selva, a doctoral student in the University of Valencia, is attending the MSc Course in Occupational Psychology at the University of Sheffield, between October 1986 and March 1987. An agreement of co-operation between those two universities has facilitated this arrangement.

NEW BOOKS

- (a) Published in 1986: M. de Montmollin, L'Ergonomie. (Paris: La Decouverte.) M. de Montmollin, L'Intelligence de la Tache: Elements d'Ergonomie Cognitive, second edition (Bern: Peter Lang).
- (b) The European Handbook of Work and Organizational Psychology is to be published in 1987 by Urban and Schwarzenberg. It is edited by Siegfried Greif, Heinz Holling and Nigel Nicholson, and will initially appear in German. An English-language version is planned subsequently.

The Handbook will not be a market competitor with volumes such as the recent Dutch collection, since it differs from its predecessors in two important respects: The present volume will be:

1. directed at a broad-based undergraduate audience; students for whom work psychology may be a primary or a secondary area of study.
2. composed of short essays (each around 4-6 pages length), a total of approximately 100 essays, covering a very wide range of topics.

Distinguished contributors from East and West Europe are providing essays; for the German edition around half will be East or West German nationals, and the remainder are drawn from the U.K., Netherlands, Belgium, France, Italy, Spain and Scandinavia. Essays are organized under the following headings: Foundations, Concepts and Issues, Research Instruments and Methods, and Projects and Experiments.

OTHER NEWS

- (a) In the University of Granada (Spain) a postgraduate course on Human Resources Management has been carried out (September 1986 - January 1987) sponsored by European Social Fund.
- (b) A National Committee has been created by the Spanish National Council of the Universities to establish the main orientations of university curricula. In this frame, new orientations and main topics of Psychology courses will be established. Information about W/O Psychology courses in other universities of Europe could be helpful to design the general trends of the new curricula in our speciality. Please send any relevant information to Jose Peiro, Catedra de Psicologia Social, Facultad de Psicologia, Avda. Blasco Ibanez, 21, 46010 Valencia, Spain.
- (c) The almost explosive growth in membership of the Norwegian Society for Organization Psychologists is continuing, with nearly 170 members after only three years.
- (d) The Department of Psychology at the University of Oslo has initiated a special unit on work psychology. Additional staff have been recruited for this purpose.
- (e) The European Community has recently agreed to fund a research project on "Measures to Facilitate the Adaptation to Technological and Social Change". The research will be directed by Gert Graversen, of the Technological Institute, Tastrup, Denmark, and has three objectives: 1. to estimate how technological development is producing individual life and career change; 2. to identify psychological effects and coping responses to enforced life and job change; 3. to derive principles and methods for organizations and other agencies to assist in the change-coping process. The Project is scheduled to terminate in November 1987.

CALL FOR PAPERS

The Review of the International Association of Applied Psychology (previously "International Review of Applied Psychology") has changed its name slightly, now: "APPLIED PSYCHOLOGY -an international review" and editorship, now: Bernhard Wilpert. ENOP-members and all other interested parties are invited to submit or have their colleagues submit high quality papers in the field of applied psychology to this important international journal.

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STOP PRESS

Peter Warr has been the editor of this Newsletter now for more than two years. He has made it to be a lively forum of information exchange and communication. This, his last, issue gives testimony to that. THANK YOU, Peter !