

ENOP Newsletter

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Editorial Responsibility
Peter Daehler
Secretariat
Anne Rocha Perazzo

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Maison des Sciences de l'Homme
54 Bd. Raspail
75270 Paris Cedex 06
Tel. (1) 45 44 38 49

Reports on the Seventh ENOP/Symposium; Siofok, Hungary,
May 20 - 24, 1987

Short Summary of the Symposium Contents (Hoyos, translated
Dachler)

Under the title of "European Methodologies in Work and Organizational Psychology" ENOP held its seventh Symposium in Hungary, based on the invitation of the Hungarian Institute of Labour (Budapest) . The symposium was based on the following goals:

1. To establish the situation of European Work and Organizational Psychology with regard to diagnostic and intervention methodology.
2. To clarify points of agreement and disagreement among schools and countries.
3. To involve ENOP members in the development of a European spirit in Work and Organizational Psychology.

In several working sessions the following themes were discussed:

1. Organizational analysis and structuring
2. Task analysis and design
3. Personnel training and development
4. Personnel selection and allocation

R.A. Roe and E. Spaltro, who prepared the symposium, had sent to all ENOP members a questionnaire as preparation for the symposium. Their intention was, among other things, to characterize the situation with respect to the methodology used by ENOP members, as well as to identify the communalities and differences between the different countries. Therefore the questionnaire focused on the actually used diagnostic and intervention methodologies as well as on the preferences of ENOP members in the use of such methodologies.

R.A. Roe (Delft) in his introduction tried to find first of all a

clarification of the difference between pure research and applied research, between science and technology, and between university research and professional activities. He particularly emphasized the relationship between client and consultant. This relationship cannot be seen only out of the perspective of the psychologist who works on a contract. Instead, Roe argues, that the views and concerns of the client need to be integrated into the problem analysis more strongly than is usually the case.

E. Spaltro (Bologna) summarized the results of the questionnaires that had been distributed to the ENOP members before the symposium. A few results: Among the diagnostic methods that had been listed in the questionnaire, the individual interview, group interviews and observations took first ranks. Among the listed intervention methods written and oral communication as well as group discussions were indicated most often. The questionnaire also asked about actual professional activities carried out by ENOP members. The most important activities that were mentioned were: training and development, improving health and safety, and organizational structuring and design. The priorities were fairly much the same as the activities which ENOP members seem to engage in most frequently.

Göran Ekvall (Lund) started the first paper session on methodology in organizational analysis and structuring. Under the title of "Towards humanocratic organization" he summarized his own work with Volvo by providing a general framework for organizations as systems which include three subsystems. One is the idea system which contains the organizational goals, the strategies for their implementation, and the company philosophy in general. The second subsystem is the decision system which encompasses all innovations, especially those which involve uncertainty and risks, but not the routine decisions. The implementation system is the third subsystem, which includes all the implementations of decisions that have been taken, like producing new products, designing new processes for personnel development, etc. Ekvall then tried to describe the interactions among these subsystems and illustrated how traditional practices of organizational development can be subsumed within the network of these subsystems he had outlined.

He did this by taking account of the particular circumstances of Sweden. An organization will then be particularly humanocratic, if the organizational members can participate in the design of all three subsystems. In this case organizational members play three roles: the idea game, the decision game, and the implementation of the games. In this sense the humanocratic organization commits itself to the idea of industrial democracy.

The discussant, Donata Francescato (Rome), first criticized Ekvall's paper with respect to its generality. She supported, however, his appeal for more participation and characterized the complexity with which Ekvall's paper was trying to deal as a possible approach for a European perspective. In discussing the transition from the industrial to the post-industrial society, Donata described the various tasks of leaders at different levels and in different functions which earlier were seen as belonging only in the domain of top management. She provided data from her own research to support these claims.

G. Leplat (Paris) provided an excellent overview of the methodologies related to job analysis and job design. Leplat discussed the key position of the task in job analysis and job design, and after pointing to various problems of earlier and current definitions he described some task typologies. These typologies can, among other things, be constructed on the basis of the goals, the technical processes or the typical functions which tasks fulfill. Job analysis can only be done meaningfully with respect to the necessary human activities that are required. The methods of job analysis were presented with respect to different perspectives, for instance with respect to their motivation potential, with respect to required elementary mental processes or with respect to necessary cognitive activities. Job design proceeds in the opposite direction as does job analysis, namely from top to bottom and concretizes the general goals of a socio-technical system. Various disciplines are a necessary part of this process, but psychology plays an important role. Special difficulties and with that also a special responsibility are connected with tasks for which there is not yet a clear model, or for tasks in complex systems and involving new technologies.

Leplat felt that psychologists, because of their training and their methodologies were particularly well suited for these kinds of job design activities.

The discussant P. Richter (Dresden) complemented Leplat's paper by focusing on the well known criteria which need to be taken into consideration in job design activities in order to achieve such goals as personality development, freedom of action, etc. of the workers. Richter emphasized very strongly the early inclusion of psychological aspects since "frozen" systems can only be corrected with great costs. He discussed the importance of cooperation among different disciplines and felt that the development of an interdisciplinary language was required.

G. deCock (Loewen) presented a paper under the title "Personnel training and development: An organization-oriented approach". He developed the hypothesis that it is possible to train organizations through people. In order to support his initial hypothesis, deCock characterized organizations with respect to different dimensions, among other things with respect to the degree of participation of managers in decisions as well as with respect to criteria of successful and not successful organizations. From that framework he developed strategies for suitable interventions and supported such practices based on empirical data. The discussant G. Piero (Valencia) supplemented deCock's paper with related experiences and research in Spain.

In the last paper section Charles de Wolff (Nijmegen) presented a paper on the methodological problems regarding selection and placement. His aim was to separate current problems which face us from the traditional traits related prediction model. Selection processes, according to Charles, relate to the introduction and socialization of new members into the organization and therefore to their behavior, their understanding of their roles, which in turn feedback to the selection processes. Selection and placement are an integral part of the overall interaction between the applicant and the organization. From these considerations several research tasks were suggested, for example, the process by which

applicants make their decisions, the integration of the applicant into his or her work, and the processes relating to future performance. De Wolff felt that the whole problem of personnel selection was being neglected in Europe, a view which was strongly questioned in a lively discussion. On the other hand Charles felt that there were a few typically European positions, as for example, a stronger emphasis on individual responsibility, on participation and industrial democracy. The discussant, Sandor Klein (Szeged) complemented these discussions with experiences from Hungarian perspective and practice in selection and placement.

In his closing comments, Rob Roe did not see a typical European methodology. He also did not see any process models which should have an important position in our methodological thinking. Instead he saw specific methods for diagnosis and intervention which have been developed and which signal more variety than unity. The two organizers of the symposium emphasized the necessity for cooperation in developing a European work and organizational psychology. Spaltro, in particular, pointed again to the typical European habits of thinking and felt that differences are not to be regretted but are to be seen as challenges and as stimulating.

Summary of main Decisions taken in the Business meeting

1. It was agreed to invite an Hungarian representative to join ENOP. In the meantime a letter of invitation to join ENOP was sent to Dr. Miklos Antalovits of the Research Institute of Labor in Budapest.
2. With respect to the future structure of ENOP, the yeast-in-the-dough model, as outlined in the following summary, presented by Wilpert and amended during the meeting, was accepted.

(see summary on next page)

The yeast-in-the-dough model of ENOP means a switch from a collegial support system to a collegial system for service to w/o psychology stakeholders.

Activities Beneficiaries/
Participants How frequently ? Output

ENOP Primary: Planning, Evaluation

<u>Activities</u>	<u>Beneficiaries/</u> <u>Participants</u>	<u>How frequently ?</u>	<u>Output</u>
Theme/oriented workshops	All interested and qualified parties	on/off	Books, papers for publication
Symposia; stimulation in conferences	All interested and qualified parties	whenever it is felt to be necessary	Papers for publication
Personnel exchange	Young scientists	as many as possible and feasible	Qualification
Information exchange	All interested and qualified parties	2-3 per year	Newsletter
Research theme groups; Research networks	All interested and qualified parties	2-3 research groups over period of project. Research network continuous	Books, papers for publication
Training oriented networks	Qualified young scientists. Use of variety of models	1-2 networks; continuous	joint study program
Practitioner exchange: effectiveness of w/o psych. for managers, unions. Concern with w/o psych. clients	Managers, Union representatives, other clients	Once in 2 years	impact of w/o psych. on society
Relation to other relevant organizations concerned with w/o psych.	Relevant organizations	continuous	generation of ideas, joint projects

3. Proposals for future activities to be considered or planned:

- Roe/Spaltro: Publication of 87 Symposium on European methodologies in work and organizational psychology.
- Dobrzynski/Ekvall/deCock: Invitation by Marian Dobrzynski to hold the workshop on organizational climate planned by Ekvall and deCock in Warsaw.
- Thierry: Suggestion to organize a conference on compensation with participation of union and management representatives.
- Wilpert: Joint study program on new technologies (summer school) in Berlin. Hopes to get full support from all ENOP members for this program.

Next May ('88) the next workshop on new technologies will take place. The theme is collective decision making and new technologies.

- Roe: Since many, if not most universities have some student exchange programs, let's make an inventory of universities that have such programs for W/O psychology.
- Drenth: In 1989 is the European Psychology Conference (first week of July) in Amsterdam. ENOP might want to plan something for this conference (compare the news from the CoCo meeting this July).

4. Membership in ENOP: After much discussion regarding different types of members, the business meeting delegated the questions regarding new members and membership in general to the CoCo.

5. With respect to membership it was agreed that ENOP members be dropped from membership, if a person has missed two consecutive meetings and/or if a person does not or only to a minimal degree participate in the spinn-off activities of ENOP or does not initiate an ENOP relevant program. (This is as proposed in the preparatory guidelines for the future structure of ENOP.)
6. Election to CoCo: Elected were: C. Lévy-Leboyer, José Prieto, Robert Roe, B. Wilpert. As newsletter editor, Dachler was coopted into CoCo.
7. Symposium 1988: It was agreed to hold the symposium 1988 in Paris, spring 1988. Theme A: "Personnel Resource Management" in case that W. Cascio will be available and ready to participate (in cooperation with Peter Dachler). If this would not materialize, the meeting decided to take up Henk Thierry's offer to help prepare a symposium on Theme B: "Research Careers and Present Research Preoccupations of ENOP-members".
It was suggested that, in case that option A materializes, we would ask ENOP-members to provide written documentation on their research careers and present preoccupation anyway for the meeting in 1988.
8. Workshop on Organization Culture: Gaston de Cock, Marian Dobrzynski and Goran Ekvall were asked to go ahead with planning it in Warsaw for 1988.
9. Rob Roe and Enzo Spaltro were asked to prepare a publication based on the Budapest Symposium.
10. The chairman Pieter Drenth expressed the gratitude of all members for the past services of Charles de Wolff in helping to found ENOP and help it flourish.
11. Gratitude to Budapest hosts: The meeting expressed thanks for a formidable job of our Hungarian colleagues to host this year's meeting. As a token of our gratitude we will ask

ENOP-members to donate a set of books in Work and Organizational Psychology to the Budapest Institute of Labour.

Social Aspects

It has to be noted that our Hungarian colleagues went to great length to provide a cultural, professional and very warm social activities framework around our symposium. On arrival an unfortunately short but all the more intensive historical and cultural tour of Budapest provided a very insightful introduction to Hungary.

Next days excursion to the Raba Hungarian Mail Carriage and Machine Works in Győr, which is among the most modern factories in Hungary, provided a very interesting view of the selection and training procedures used in Hungary. I will only mention that a marvellous drive through the countryside, including dinner in a wine cellar with all the Hungarian trappings was an important part of this tour and the Hungarian hospitality in general.

Finally, on the last evening our host organized a fête which few of the attending ENOP members will forget.

Bernhard Wilpert wrote a thank you letter in our behalf to Dr. Lajos Hethy, expressing our gratitude for their generous acts of hospitality in hosting and substantially supporting the ENOP-Symposium 1987 in Siofok. As a token of our appreciation we have started a collection of books from ENOP members (La Maison has added 10 volumes of their own). The response from ENOP members was quite good. Those that have forgotten (like myself) can still send their book contribution to Anne as soon as possible.

In addition, exchange activities have already been agreed upon: Dr. Antalovits is likely to be invited to Berlin in 1988. La Maison has also offered its services for possible support for exchange with French institutions.

News from the CoCo Meeting in Paris, July 4, 1987

1. Royalties from ENOP supported publications:

It was decided to create an ENOP Publication fund into which all royalties from publications based on ENOP symposia or ENOP supported workshops are to be paid. La maison has graciously agreed to administer such a fund for ENOP and to financially support "au credit" a meeting which Enzo and Rob need to work on the publication of the ENOP 1987 symposium, which will later be repaid from the royalties. In general, this fund will be used for expenditures immediately linked to the development of further ENOP publication activities, such as travel for editorial planning and implementation meetings, translation work or other editorial activities that are administratively necessary to get a publication in print.

2. 88 ENOP Symposium:

Since Wayne Cascio won't be in Switzerland next year, the proposed theme of Human Resource Management for next year's symposium was dropped. Instead, the problem of educating and training work and organizational psychology in Europe was chosen as the main theme for the 88 ENOP symposium.

Five main foci were suggested:

1. Educating and training undergraduate, graduate and doctoral students in w/o psychology.
2. Teaching w/o psychology to non-psychologists in work settings (practitioners, managers, union people, employees, etc.).
3. Teaching w/o psychology to other fields of psychology.
4. Teaching w/o psychology in academic programs other than psychology, e.g. business administration, law, adminis-

trative sciences, medecin, etc.

5. A European tradition in educating and training w/o psychology ?
6. Continued education in w/o psychology.

Various ENOP members and "outside" people are being asked to put together each of these six topic areas for the 88 ENOP symposium. Paper sessions, round table discussions are among the various formats that are being considered.

In order to also meet the expressed need to know more about the current research activities and research careers of ENOP member, all ENOP members will be asked to write in a common format a 1 - 2 page paper on their research career before the next symposium.

3. 88 Meeting in Sydney

- there will be an ENOP social hour
- ENOP will organize a symposium on European trends in w/o psychology with a focus on answers to critical social/ societal issues. Possible topics are
 - . new terms of employment and job creation
 - . technology
 - . participation/industrial democracy
 - . new theoretical developments
 - . humanization of work and organizations
 - . migratory work
 - . health and safety

4. 89 Meeting in Amsterdam

ENOP will organize a symposium on the results of the 88 ENOP symposium.

5. Workshops:

In order to plan the workshops for 1988 the CoCo will have to have workshop proposals by the November CoCo meeting. Please send such proposals as specified in the last ENOP newsletter to Anne in Paris by the end of October.

Announcements and Tidbits of News

German-Dutch Symposium on Workmotivation, near Wuppertal/Germany, October 8 - 10, 1987.

A German-Dutch team (Prof. Dr. U. Kleinbeck and Prof. Dr. H. Häcker, Bergische Universität-Gesamthochschule Wuppertal, Prof. Dr. H. Thierry, Universität Amsterdam) are organizing an "International Symposium on Work Motivation", supported by the German Research Council (DFG). The symposium will be held in the "Hasensprungmühle" in Leichlingen (near Wuppertal) from October 8 to 10, 1987. Its aim is to bring together and discuss theoretical concepts of work motivation as well as new methods and results. The number of contributors is about 40 from the United States, Israel and Europe. Colleagues who are interested in participating please contact Prof. Dr. U. Kleinbeck, BUGH Wuppertal, Arbeitspsychologie im Fachbereich 3, Gaussstrasse 20, 5600 Wuppertal, Tel. (0202) 439-2291.

A new joint research venture in Munich

The psychology department under the chairmanship of Hoyos at the Technical University in Munich has agreed to a cooperative project with Siemens AG in Munich with respect to humanizing software design: Development of methods and design as well as evaluation of prototypes of user interfaces in office automation systems. This project is initially planned for a period of 12 months and receives support of some DM 100'000.- from the federal ministry of research and technology within the general program of Humanization of Work. The project members in the psychology department at the TU in Munich are the following colleagues: Aschersleben, Dr. Gestalter, Zaugg and V. Strube. For any further information please contact Dr. Franz Ruppert at the TU in Munich, Lothstrasse 17, 8000 Munich 2, Tel. (089) 2105-4214.

A "Three-university", interdisciplinary project on implicit leadership conceptions and leader reality constructions among Swissgerman supervisors and managers.

The business department of the University of Basel (Prof. W. Müller), the Federal Institute of Technology in Zurich, department of Work and organizational Psychology (Dr. Allioth) and the chair of organizational psychology at the University of St. Gall (Prof. Dachler, Dr. Dyllick) have collected extensive qualitative data through narrative interviews on the self understanding, implicit conceptions, and reality constructions among Swissgerman male and female leaders in industry and public administrations at all levels of management. The main focus of this project is to assess and interpret the implicit leadership theories of leaders in the context of which they interpret their leadership realities over the course of their lives. These implicit self conceptions and leader identities are being evaluated as a leadership context for humanizing work processes. The three year project is funded by the Swiss National Science Foundation within the National Program of Humanization of Work. For further information please contact Prof. P. Dachler, Hochschule St. Gallen, Guisanstr. 11, 9010 St. Gallen, Switzerland (Tel. 71 22 87 60/66).