

**EUROPEAN NETWORK OF ORGANIZATIONAL AND WORK PSYCHOLOGISTS  
- ENOP**

**ENOP Newsletter**

**No 16 July 1988**

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Report ENOP symposium, 14-16 April 1988, Paris.  
Towards European Exchange programs in Work & Organizational Psychology.  
(summarized by R. Bouwan)

## 1. A conceptual framework for program content and form.

Prof. Sies Wiegersma presented a very much appreciated framework to compare elements of programs across countries and institutions. He proposed the following educational objectives:

- to have knowledge of psychology in general through basic programs for 'major-in-psychology' students (4 to 5 sem.);
- to have basic knowledge of W. & O. Psychology, theory and methods (30 to 40 units; 1 unit=40h of student load; or 2 semesters);
- to have a specialization in one or two workfields, including research and work experiences (20 to 40 units, or 1 to 2 sem.);
- an individual development program of advanced reading, internship, thesis writing (20 to 40 units, 1 or 2 sem.).

More specifically:

- Skill in handling a number of instruments relevant to the work-field;
- Skill to analyze problems and make suitable proposals;
- to be able to act in accordance with professional code;
- to be able to report to non-psychologists;
- to guide one's own continuous education;
- to do some original research work and cooperate in research project and development of new instruments;
- to cooperate with other experts in other fields.

The total program is 8 to 10 sem. (4 to 5 years).

## 2. Visionary versus Empirical approaches in program development?

A number of issues were raised which have to be answered during the development of exchange programs:

- what will be the emphasis on the demand or the supply side?
- will we concentrate on exchange programs in basics or in specialized fields only?
- will the emphasis be on the discipline or on the experiences in the work field?
- institutional specifics have to be taken into account and coordination with local university authorities is absolutely necessary.

A core element in the development of exchange programs was whether we should concentrate on communalities, on mutualities or on specifics. On the long term it is necessary to develop more congruence between different countries so that the communalities can gradually increase. This is also necessary from the accreditation point of view when the frontiers are open in 1992 for the exchange of professionals. In most countries changes are going on in university administration, in the professional fields, in continuous education, in the embeddedness in 'Psychology' or 'Management' program. Therefore it is important to have

a common vision to guide further development. Nevertheless, we have to be practical and maybe more empirical in the short time available to build equivalent modules which can be integrated in a feasible time period (up to 6 months) and which can consist of courses, seminars, field work and personal coaching. This practical standpoint will probably facilitate the start of ERASMUS exchange projects.

### 3. Concrete possibilities for exchange: a.o. ERASMUS

Besides planning by university institutions, assessment of the market is important to acknowledge the demand side in curriculum development. J.M. Pietro gave an illustration of a market study about expectations towards W & O psychologists among managerial staff.

The most concrete objective we can work toward at this moment is the ERASMUS-project, which was described by P. Drenth.

- a) the main objective is:
- 1) student mobility among EEC countries
  - 2) staff exchange
  - 3) administrative exchange

Objective 2) and 3) are aimed at assuring objective 1 in the long run; student exchange is the main purpose.

- b) means available:
- |                              |
|------------------------------|
| 10 mill. ECU for 1988        |
| 30 mill. ECU for 1989        |
| 45 mill. ECU for 1990        |
| <u>85 mill. over 3 years</u> |

There will then be a reassessment of the program regarding the question of whether continuation is reasonable with respect to objective 1. Objective 2 and 3 will probably be dropped.

c) actions:

- develop European network and maintain it. Cover travel and living expenses (in addition to normal expenses at home) for teaching staff. Visit for administrative staff;
- student grants (travel, additional living expenses, language aids) is the main support mechanism;
- academic recognition;
- new program development and educational innovations.

d) criteria for exchange:

- mutuality between countries (over several universities and disciplines);
- a perspective on continuation and development;
- substantial participation in regular programs;
- on topics within the 'diploma-' field;
- for a period of 3 to 12 months.

Deadline for submission: 1 February 1989.

e) existing initiatives:

- Peter Herriot's proposal for ENOP-CoCo meetings on a more frequent basis;
  - two groups of universities are being developed:
    - Coetsier, Drenth, Prieto, Wilpert
    - Shimmin, Thierry, Kleinberg
- Others can be formed or extensions can be made.

#### 4. Stimulating exchanges through development of common core curricula

Looking first to the communalities a list was built of the components for curricula, suitable for exchange.

Three different categories were identified:

- I for all psychology students
- II for all W & O psychology students
- III for specializing students only

The common core components apply mainly to the second category. The following list can be constructed from the small group reports:

##### A. Agreed upon common core components

###### Individual issues:

- individual assessment
- selection & personnel decisions
- job analysis/task description
- performance appraisal
- training
- career development
- occupational health & safety
- counseling skills

###### Technical issues:

- technological change
- work redesign
- human factors
- new technology implication

###### Group issues:

- group dynamics
- process skills
- bargaining negotiation issues
- leadership/conflict/power

###### Organizational issues:

- structures/social system issue
- theories about organization
- change in organization
- organizational culture
- DM and participation/industrial democracy

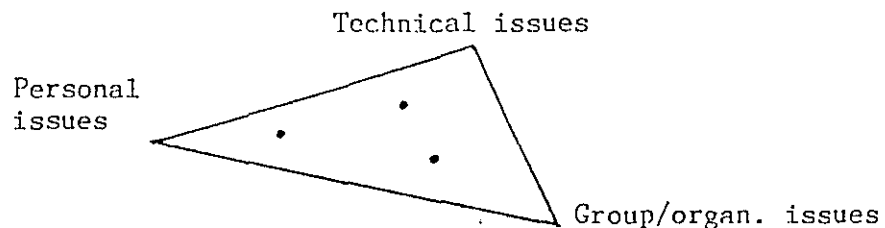
##### B. Important, less common, components

- non psychol., skills & knowledge for W.& O. psychologists (legal, ethical, cross-cultural, statistics & computer)
- ergonomics
- stress
- creativity & innovation
- epistemological issues
- unemployment
- professional knowledge
- H.R. development as global strategy

- organization of profession
- industrial relations
- consumer behavior - economic psychology
- performance & age
- building European attitudes

This list can be used as a base to check further program development and to define content of proposed exchange programs.

A synthesis can be build around the following triangle:



For each topic in this domain one can distinguish between the following characteristics:

1. systemic vs methodological
2. practical vs theoretical
3. diagnosis vs intervention
4. discipline vs other area of knowledge

Each topic will have to some extent characteristics of both extremes (0 to 100 % distribution).

5. Recommendation about methods, organization, criteria for admission, assessment, accreditation, etc...

A. - A strong point was made for building Modules:

blocks with a standard length, load, contribution to the degree. One can have stand alone modules and modules on level 1, 2 and 3. The modules should have a 'topic' emphasis (output) with eventually several methods integrated.

- Accreditation: ENOP can advice universities and departments.
- PROBLEM IS TO DEVELOP COMMUNALITIES IN TIME TABLES (f.e. 3 months or 6 months, semester system?).
- The language issue is important as organizational constraint: ERASMUS provides language preparation cost for language of host nation.
- An answer to several of those questions may be that only selected modules are offered for exchange.

B. About didactic methods:

1. A high flexibility (depending on student, course, organization, stage in curriculum) is desirable.
2. A module architecture makes it possible to distinguish and to connect at the same time specific modules.
3. Systems for teacher evaluation can be developed, but here the role of the local organization has to be recognized.

C. A broad range of methods is advised:

Essential methods (about which there is agreement)

- lecturing, instruction
- reading course of common literature
- practical applications: f.e. procedure or instrument and apply it in selection
- group discussions: (opinion oriented)
- case studies (integration function)
- experiential learning of social skills f.e. in group dynamics and interviewing.

Desirable methods (here is not yet an agreement)

- role playing
- system description (student assignment to describe a specific 'human-environment' system)
- audio-visual methods
- work shadowing
- work experience in industry
- games
- training in formal presentation
- project work groups
- auto-analysis in group
- T-groups
- work conferences
- colloquia.

6. Towards an action plan.

1. Models for exchanges and cooperation  
(see also under 3,c of this document)
  - several countries involved
  - several universities per country
  - teachers from several universities
  - standard existing modules leading to a degree and special 'European' modules
  - organization of Summer School.
2. The following objectives are aimed at:
  - 1/ Established interested nations
    - \* trading of information on opportunities for standard modules
    - \* rotation among countries of special modules.
  - 2/ In general W/O-field and in specializations.
  - 3/ Financial opportunities for non-EEC countries?
  - 4/ Language of host-country will be used: complete mutuality would be ideal.
  - 5/ Data base arrangements have to be explored (possibilities, flexibilities,...).
3. Following actions should deal with those objectives
  - 1/ Co-co and Erasmus-projectgroups can apply for preparing meetings (1990).
  - 2/ Olympus/Psych. net (through already available team-network)
    - can deal with distance communication
    - develop data base for communication.
  - 3/ Conference with interested nations in 1990.
  - 4/ Prepare work document of these two days.

4. Concrete responsibilities

Within the Co-co the organizers of this symposium, plus Peter Herriot, will form an Erasmus-projectgroup.

This projectgroup is going to meet twice in 1988, to circulate documents and to stimulate proposals to be send in before February 1, 1989.

This document will serve as a starting point for the Erasmus-project-group to take further action.

## ENOP-Business Meeting, Paris, April 16-17, 1988

(summarized by B. Wilpert)

### 1. Activities 1987/88

#### 1.1 Personnel Exchange

Last year saw an increase in exchange programs facilitated by the ENOP-network: UK : F (Prof. Shimmin), Hungary (HU) : F (Dr. Dienes), HU : D (Dr. Antalovits), NL : HU (Prof. Roe), D : F (Prof. Wilpert), I : D (Prof. Spaltro), I : NL (Prof. Spaltro), DK : UK (Prof. Gaver- sen), NL : Portugal (Prof. de Wolff).

#### 1.2 Information Exchange

Only some of the ENOP-members responded to the call from Prof. Thierry to submit a one page summary of their present research projects and their main professional activities to the ENOP-Symposium '88 (Hoyos, Warr, Lévy-Leboyer, Leplat, Seifert, Wilpert, Antalovits, de Cock, Kleinbeck). The business meeting resolved that all other members are invited to circulate such information directly to all ENOP-members at their earliest convenience.

#### 1.3 Workshops

Several workshops were carried out in 1987/88

- Education and Training Needs in New Technologies, Bad Homburg, April 9-11, 1987 (Drenth, de Montmollin, Wilpert)
- Work Motivation  
Wuppertal, October 8-10, 1987 (Kleinbeck, Thierry)
- Industrial Democracy in Europe (IDE)  
Paris, February 25-28, 1988 (Coetsier, Drenth, Wilpert)
- Work Socialization of Youth (WOSY)  
Lisboa, February 13-17, 1988 (Touzard, Coetsier, Peiro)
- Managers of Tomorrow  
Paris, March 25-27, 1987 (Lévy-Leboyer)

under the auspices of ENOP and with the involvement or leadership of various ENOP-members (in brackets).

#### 1.4 Publications

A drastic increase of ENOP-inspired or ENOP-facilitated publications can be noted:

- J. Rasmussen, K. Duncan, J. Leplat (eds.) (1987):  
New Technologies and Human Error, Chichester: Wiley
- V. de Keyser, T. Qvale, S.A. Ruiz Quintanilla, B. Wilpert (eds.) (1988),  
Meaning of Work and Technological Options, Chichester: Wiley
- D. Wallis, C. de Wolff (eds.) (1988), Work Psychology in Hospitals, Croom Helm
- C. Lévy-Leboyer, H. Spêrandio (eds.) (1986), Traité de Psychologie du Travail, Paris: PUF
- MOW - International Research Team (among them: Coetsier, P., Drenth, P.J.D., Wilpert, B.) (1987), The Meaning of Working, London: Academic Press
- Peiro, J.M., Moret, D. (1988), Socializacion laboral y desempleo juvenil: La Transicion de la escuela al trabajo, Valencia: Nau



In preparation are:

- Qualifications and New Technologies (NeTWork: de Montmollin), Chichester: Wiley
- Training in New Technologies (NeTWork), Chichester: Wiley
- Proceedings of Siófok - ENOP-Symposium (Antalovits, Roe, Spaltro), Hungarian Institute of Labour
- Methodology in Work and Organizational Psychology (Roe, Spaltro)
- Directory of European Work and Organizational Psychology (revised edition, Ch. de Wolff)
- International Handbook of Participation (Wilpert), Oxford University Press
- Handbook of Work and Organizational Psychology (revised edition: Drenth, Thierry, de Wolff)

### 1.5 CoCo

Two meetings were held: Paris, November 1987 and April 1988

## 2. Activities 1988/89

### 2.1 Training

The First European SUMMER SCHOOL of "New Information Technologies and Work Psychology" will be held in Berlin, September 4-29, 1989. Permanent Staff: M. de Montmollin, R. Roe, B. Wilpert. The Volkswagen Foundation has given a grant to cover travel, room and board and (partially) tuition for stipends of participants. The SUMMER SCHOOL is targeted at 20-25 postgraduates in Work Psychology (or related fields). Recruitment and selection will to a large extent rely on ENOP-members. Tutorial fees: DM 1000,- (stipends available). Information brochures and posters will be provided to ENOP-members before the summer vacation.

### 2.2 Exchange programs

Specific plans to intensify exchanges exist between HU : F, F : HU, I : E : I, I : HU.

### 2.3 ERASMUS Program

Preparatory grant applications have been submitted by:  
- Wuppertal (Kleinbeck) - Amsterdam (Thierry) - Lancaster (Shimmin)  
- Amsterdam (Drenth) - London (Herriot) - Delft (Roe) - Berlin (Wilpert)  
Peter Herriot, on behalf of the CoCo, has submitted an application to facilitate European-wide student exchanges (see symposium '88 report).

### 2.4 Workshops

- NeTWork (Bad Homburg): "New Technologies and Distributive Decision Making", May 5-7, 1988
- Plans will be pursued to conduct workshops on:
- Organizational Climate and Culture, Oct./Nov. 1988, Warsaw (de Cock, Prieto, Spaltro)
  - Work Psychology in Hospitals II (de Wolff), 1989
  - European Work Psychology and New Technologies, Siófok 1989 (Antalovits, Roe)

### 3.4 ENOP's role in international associations

Some members expressed concern about the uncontrolled proliferation of international scientific conferences. Yet, it was decided to maintain a more observing and communication facilitating position in what was interpreted as a network of loosely coupled networks rather than favoring a specific subgroup within that network.

## 2.5 Conferences

ENOP will actively contribute to

- International Congress of Psychology, Sydney, August 28 - September 3, 1988 (Symposium "European Trends in Work and Organizational Psychology", Roe, Prieto, Ulich, Drenth, Levy-Leboyer, de Wolff; Symposium: "Organizational Culture and Strategies for Innovation" - de Cock, Ekvall, Spaltro; various members of ENOP will give individual papers or chair symposia). A social hour with US-Summit group is planned (de Wolff).
- First European Conference of Psychology, Amsterdam, July 2-7, 1989. The business meeting resolved:
  - (1) The next ENOP-symposium will be held in connection with the Amsterdam conference (CoCo to organize details).
  - (2) ENOP will actively support the conference.
  - (3) CoCo was asked to nominate prominent guest speaker(s) on "The European roots/characteristics of work and organizational psychology" resp. "The developments in work and organizational psychology in the 90s"
  - (4) Herriot/Prieto offered to develop a symposium on "Selection in Europe"
  - (5) Warr (Nicholson) will explore possibilities to organize a symposium on "Job mobility and Role transitions"
- "West European Conference of Work and Organizational Psychology", Cambridge, April 10-12, 1989 on "Working with Change". Several ENOP-members indicated interest in active involvement.
- International Congress of Applied Psychology, Kyoto, July 22-27, 1990. The Organizational Psychology Division will try to coordinate contributions. Prominent guest speakers will be nominated by CoCo.
- "Europe after 1992", Bologna, June 16. Spaltro, Prieto, Roe, Wilpert will be actively involved in the program.

## 3. House keeping

### 3.1 Membership

It was agreed that criteria for membership (max. 4-5 per country) should be kept flexible in order to be responsive to the specific situation in the countries. A special membership drive will be launched to widen membership in underrepresented countries. "Deputizing" is not seen as a desirable way to increase participation. The rule of dropping members from the membership list after two years of lacking contribution to ENOP-activities will be enforced.

### 3.2 Elections

Since CoCo-members were elected in '87 for a two years' tenure, no elections (except possible cooptations in connection with new activities, e.g. ERASMUS) were necessary. Editorship for the Newsletter will remain for another year with Peter Dachler.

### 3.3 Budget

With the increase in activities the budget '89 may again have to be stretched. In order to guarantee orderly planning with the MSH requests should be submitted by October 31, 1988.

**Report of the CoCo meeting, Paris, June 2, 1988**

(summarized by B. Wilpert)

Claude Lévy-Leboyer, Peter Herriot, Jose Maria Prieto, Robert Roe and Bernhard Wilpert were able to join in on discussions of:

1. ENOP-contributions to the First European Congress of Psychology, Amsterdam, July 2 - 7, 1989:

Three symposia will be organized by ENOP-members or will be carried out with ENOP-members' help:

a) Jose Maria Prieto/Peter Herriot: "European Internal Market: Recruitment and Selection".

b) Winfried Hacker: "Goal Setting and Goal Pursuit"

c) Nigel Nicholson (upon suggestion of Peter Warr): "Job Change and Role Transitions".

All ENOP-members are invited to suggest contributions to above symposia. In response to the request of the Organizing Committee ENOP suggests two speakers to be invited for special addresses:

Bernard Wilpert: "European Roots/Characteristics of Work and Organizational Psychology"

Véronique de Keyser: "The Developments in Work and Organizational Psychology in the Nineties".

2. ENOP-Symposium 1989

Given the considerable and substantive inputs by ENOP-members to the First European Congress of Psychology, the CoCo proposes that these contributions should be considered as the thematic work of the annual ENOP-symposium which was decided to be held in immediate connection with the Amsterdam Conference. However, it is suggested that ENOP-members reunite already on Sunday, July 2, 1989 at 14:00 in order to continue

planning of the implementation of ERASMUS-exchange programs. If need be, business decisions can be made there as well. Robert Roe will investigate possible meeting place arrangements which will be communicated to all ENOP-members in due course.

### 3. ERASMUS-Program

The last Plenary meeting had asked CoCo to serve as ERASMUS-Planning group. Peter Herriot's application for planning funds in 1988/89 is still pending. CoCo decided to convene on November 11 in any case in order to prepare the materials for the next funding application which is due on February 1, 1989. In case ERASMUS gives the grant requested for 1988/89 the report of the last ENOP Symposium will be used as the basis for the development of a detailed working document spelling out two phases:

Phase I - 1989/90: Fact finding, laying out terms, conditions and implementation of experimental bilateral exchanges. The development of the Directory of W/O Psychology in Europe (Ch. de Wolff) should be considered as part of such fact finding efforts.

Phase II - 1990/91: Implementation of European wide Exchange Program.

### 4. Summer School "New Information Technology and Work Psychology", to be held in Berlin, September 4-29, 1989

Work on the Summer school is progressing. Posters, a brochure and leaflets informing about the Summer School will be mailed to ENOP-members before the summer break. All ENOP-members are called upon to suggest candidates for participation (post-graduates in W/O Psychology or related fields).

### 5. Operating Plans 1989

#### a) Workshops

"W/O Psychology in hospitals" (J. Peiro/Ch. de Wolff,

Valencia, October 1989).

"New Technologies and W/O Psychology" (Miklos Antalovits, Robert Roe, Siofok, October 15-19, 1989).

b) ENOP-Symposium 1989: part of and in connection with Amsterdam Conference (see point 1)

c) Summer School (see point 4)

d) CoCo: April/November

## Announcements and Tidbits of news

### Joint Meeting of the US Summit Group and ENOP members at the International Congress of Psychology in Sydney

The planned joint meeting of members of the US Summit Group and ENOP will take place on Wednesday, August 31, 1988 from 17:30 - 19:30 in one of the meeting rooms in the conference center in Sydney. Please contact the information desk or (more reliably) ask Charles de Wolff when you run into him in Sydney for the name of the meeting room.

**4th West European Congress on  
The Psychology of Work and Organisation**

(President : Dr Dian Hosking, Aston University, U.K.)

10th - 12th APRIL 1989

Robinson College, Cambridge, England

**"WORKING WITH CHANGE"**

This conference is intended to promote dialogue between occupational and organisational psychologists working with change. We would like to invite contributions in the form of research papers, poster sessions, practical demonstrations, simulations, and case-study presentations : proposals for symposia and workshops are welcomed. We intend the theme, "Working with Change" to provide a focus for the conference and for a subsequent publication : contributions outside the theme but concerned with the psychology of work and organisation will also be welcomed.

Please forward a brief outline of your proposed contribution by 31st July 1988, together with your name, position, address - including the country -

to

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WORKSHOP ON ORGANIZATIONAL CLIMATE AND CULTURE

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The workshop was originally scheduled in june. For practical reasons it had to be postponed. The workshop would now take place from the 24 to the 27 of september in Warsaw.

As the number of participants has to be limited, we work with invitations. Persons who are interested in participation are invited to contact as soon as possible Prof. G. De Cock or Dr. K. De Witte for further informations.

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## Colloquium on work and organizational psychology

For ten years a colloquium on work and organizational psychology has been organized on a regular basis by Professors L. v. Rosenstil, M. Frese, C. Graf Hoyos, and M. Kastner as joint venture by the Ludwigs-Maximilians University, the Technical University in Munich, and the Armed Forces University (Universität der Bundeswehr) in Germany. Within the broad area of topics in W/O psychology special emphasis has been given to the following general problem areas: psychological aspects of modern technologies, especially the questions relating to person - computer interactions; changes in work and career related values; women in work and career; stress in organizations; accident prevention in work situations. In view of the ten-year anniversary of this colloquium series a formal celebration was held in the Carl Friedrich von Siemens Foundation on July 6, 1988.