The California School of Organizational Studies
Handbook of Organizational Consulting Psychology
A Comprehensive Guide to Theory, Skills, and Techniques

Rodney L. Lowman, Editor
Advance Praise for The Handbook of Organizational Consulting Psychology

“Rodney Lowman has done it again! He has edited a book that is unique, comprehensive, and aimed squarely at the science and practice of psychology in organizations. This book shows a remarkable breadth of coverage: science and practice, topics both traditional and cutting edge, issues within and across levels, all by contributors with extensive and diverse experience in organizational consulting. There’s something here for anyone interested in a psychological approach to consulting in organizations.”
— Rosemary Hays-Thomas, professor of psychology, The University of West Florida

“The Handbook of Organizational Consulting Psychology addresses a longtime need for a new, comprehensive, major work in consulting psychology. It is broad in scope and clearly integrates topics in consulting psychology that are at the core of the field and that reflect recent innovations in the application of consulting principles and techniques. The scope and depth of this book are not only timely but also unique. I would expect this book to become an essential reference for all consulting psychologists.”
— Clyde A. Crego, director, Counseling & Psychological Services, California State University Long Beach and University of Southern California; former president, APA Division of Consulting Psychology and APA fellow

“My one-word reaction: WOW! Aaptly entitled a handbook, it could nevertheless well serve as a basic text in the field. It may have its greatest benefit to those who are transiting from more specialized work into organizational consulting, since it lays out a broad range of issues that one may encounter and ought to be prepared to deal with along with some practical advice on how to handle them.”
— Kenneth H. Bradt, consulting psychologist and past president, Society of Consulting Psychology, APA

“This handbook is a rock for consulting psychologists to stand on. For psychologists who want to be confident in their knowledge of consulting and ethical in what they recommend, this book must be studied and always kept close at hand. The editors have selected highly competent authors who have a depth of specialized knowledge of consulting and state it clearly and boldly.”
— Donald Clifton, past president and chairman of the board, The Gallup Corporation

“One-stop shopping’ has become an American obsession, and for this book the term is richly deserved. This is indeed the ‘Wal-Mart’ of organizational
consulting psychology—and that is meant as a hearty compliment! For the first time in more than 30 years of looking at the literature for what can help me to be a better organizational consultant, I find in one place a foundation for both intellectual knowledge and practice skill-building. There's comfort in the 'elder wisdom' of such key figures in the field as Harry Levinson—writing both on assessment and on its linkage to intervention. And there's good attention to current trends such as executive coaching and use of the concept of emotional intelligence. There simply is no better place to start for both the new consultant and the experienced practitioner."

— Thomas E. Backer, president, Human Interaction Research Institute; past-president, APA Division of Consulting Psychology; founding editor, Consultation

“Rodney Lowman has written a seminal book for both new and experienced organizational and consulting psychologists. The Handbook clearly defines the parameters for the new specialty of consulting psychology. The cutting-edge issues of consulting and assessment of individuals, groups, and organizations in business are addressed by the leaders in the field. Of particular interest is the chapter linking research to actual interventions. Both experienced and beginning consultants will greatly appreciate the chapter on interventions that work and those that don’t work and measuring the impact of consulting. The Handbook addresses the key issues in consulting psychology and is a must-read for anyone practicing in the field today."

— Lilli Friedland, president, Executive Advisors

“The Handbook of Consulting Psychology is a much-needed addition to the psychological literature and a necessary adjunct to the professionalization of the field. It reflects the diversity of style and niche found in the Society of Consulting Psychology itself. It’s comprehensive and represents the best current thinking about a wide range of topics that the field has to offer.”

— John E. Deleray, consulting psychologist

“A bold and seminal work in the rapidly emerging field of consulting psychology, this handbook stands as a beacon of light for psychologists who wish to apply their discipline to helping organizations and the individuals that comprise them to be more effective. Guided by the needs of the customer, Dr. Lowman has effectively cut across and brought together heretofore largely independent domains of research and practice in psychology, specifying the relevant theoretical underpinnings and the knowledge and skill competencies that practitioners must have to be effective. Hopefully this handbook will spawn more cross-area research in psychology, helping to unleash the power of a more unified discipline for organizations.”

— Vicki V. Vandaveer, consulting psychologist and chief executive officer, The Vandaveer Group.
The California School of Organizational Studies
Handbook of Organizational Consulting Psychology
The California School of Organizational Studies
Handbook of Organizational Consulting Psychology
A Comprehensive Guide to Theory, Skills, and Techniques

Rodney L. Lowman, Editor
For Linda and Marissa with
Thanks & Appreciation
CONTENTS

Introduction 1
Rodney L. Lowman

PART ONE: FOUNDATIONS OF ORGANIZATIONAL CONSULTING PSYCHOLOGY 3

1 Individual-Level Variables in Organizational Consultation 5
   Andrew D. Carson and Rodney L. Lowman

2 Organizational Consulting to Groups and Teams 27
   Arthur M. Freedman and E. Skipton Leonard

3 The Organizational Level of Analysis: Consulting to the Implementation of New Organizational Designs 54
   Susan Albers Mohrman

4 The Role of Systems Theory in Consulting Psychology 76
   Dale R. Fuqua and Jody L. Newman

PART TWO: INDIVIDUAL LEVEL APPLICATIONS 107

5 Individual Interventions in Consulting Psychology 109
   Richard R. Kilburg

6 The Effectiveness of Executive Coaching: What We Know and What We Still Need to Know 139
   Sheila Kampa and Randall P. White
CONTENTS

7 A Consultant’s Guide to Understanding and Promoting Emotional Intelligence in the Workplace 159
   Shani Robins

8 Assessing Candidates for Leadership Positions 185
   Andrew N. Garman

9 Enhancing Peak Potential in Managers and Leaders: Integrating Knowledge and Findings from Sport Psychology 212
   Sandra Foster

PART THREE: GROUP LEVEL APPLICATIONS 233

10 Successfully Implementing Teams in Organizations 235
   Douglas A. Johnson, Michael M. Beyerlein, Joseph W. Huff, Terry R. Halfhill, and Rodger D. Ballentine

11 The Psychoanalytic Approach to Team Development 260
   Pieter Koortzen and Frans Cilliers

12 Organizational Consulting to Virtual Teams 285
   Joanie B. Connell

PART FOUR: ORGANIZATIONAL LEVEL ISSUES 313

13 Assessing Organizations 315
   Harry Levinson

14 Organizational Evaluation: Issues and Methods 344
   E. Jane Davidson

15 Leadership Development in Organizational Consulting 370
   Steven W. Graham and Debra A. G. Robinson

PART FIVE: BRIDGING LEVELS 397

16 Proactive Ways to Improve Leadership Performance 399
   Fred E. Fiedler

17 Psychological Consultation to Organizations: Linking Assessment and Intervention 415
   Harry Levinson
18 Integrating Individual Assessment, Position Requirements, Team-Based Competencies, and Organizational Vision: Roles for Consulting Psychologists 450

John T. Kulas, Brad A. Haynes, Suzanne M. Kalten, Pamela J. Hopp, and Rebekah L. Duffala

PART SIX: ISSUES IN CONSULTING TO SPECIFIC TYPES OF ORGANIZATIONS AND FOR SPECIFIC TYPES OF CONSULTING 467

19 Consulting to For-Profit Organizations 469
Cecelia L. Brock

20 The Role of Leaders and Consultants in Fostering International Organizations 493
Nurcan Ensari

21 Assessment and Intervention Issues in International Organizational Consulting 516
Ann M. O’Roark

22 Cross-Cultural Issues in International Organizational Consultation 545
Virginia Mullin and Stewart Cooper

23 Consulting with Healthcare Organizations 562
Ira M. Levin

24 Organizational Consulting on Healthy Lifestyles 588
Paul Lloyd and Louis Veneziano

25 Appreciative Inquiry as an Approach for Organizational Consulting 605
Peter F. Sorensen, Jr. and Therese F. Yaeger

PART SEVEN: MEASUREMENT, EVALUATION, AND EFFECTIVENESS ISSUES 617

26 Interventions That Work (and Some That Don’t): An Executive Summary of the Organizational Change Literature 619
Terry R. Halflhill, Joseph W. Huff, Douglas A. Johnson, Rodger D. Ballentine, and Michael M. Beyerlein

27 Assessing the Impact of Organizational Consulting 645
Paul C. Winum, Tjai M. Nielsen, and Robert E. Bradford
xii CONTENTS

28 Understanding Organizational Processes and Performance:  
   A Continuous Improvement Model for Consulting Psychologists  668  
   Delbert M. Nebeker and B. Charles Tatum

29 A Strategic Approach to Measuring Organizational Performance:  
   Tools for the Consulting Psychologist  692  
   B. Charles Tatum and Delbert M. Nebeker

PART EIGHT: PROFESSIONAL PRACTICE ISSUES  731

30 Issues in the Ethical Practice of Consulting Psychology  733  
   Jody L. Newman, Sharon E. Robinson-Kurpius, and Dale R. Fuqua

31 Recommendations for Managing Consultants:  
   The View from Inside the Corporation  759  
   Karen M. Grabow

Appendix:  Principles for Education and Training at the  
   Doctoral and Post-Doctoral Level in Consulting  
   Psychology/Organizational  773

About the Editor  787

About the Contributors  787

Name Index  801

Subject Index  819
INTRODUCTION

I am excited about this book, and not just for the fact that it is finally completed. The book reflects the depth and breadth of the contemporary state of organizational consulting psychology, an exciting field now coming into its own. In a sense, these chapters, when taken collectively, constitute a coming-of-age story.

As the parent of a child now in college, I can, when I stop to think about it, see the remarkable changes in what just a few years ago was a small bundle of needs concerned with birthday parties, school projects, and holiday presents. Yet, when I dig deeper into memory, the themes of her maturity were always there: creativity, concern with the arts—especially writing and music—interest in teaching, a great sense of humor, and intensity (always there was that).

This book, if you will take the time to read it, first quickly and then slowly and deliberatively, also will stimulate some moments of reflection. As these thirty-one chapters remarkably demonstrate, organizational consulting psychology has also come of age. Consulting psychology as a field now has its own graduate programs, theories, training standards, and literature. It is both a science and a practice, both art and tough-minded outcome. It is a profession that, as typically happens in the development of other new disciplines, has outgrown its parental homes and needs one of its own.

There are those, myself not among them, who would argue that consulting psychology is just a small part of some other field. True, the field borrows heavily from other specialties in psychology and beyond. But with this book it