



Emerging Pathways to becoming a competent and ethical consulting psychologist

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Conversation Hour: Division 13
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1:00 pm – 1:50 pm
Moscone Center
South Building, Room 208-210
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Symposium Agenda

- 1) Survey of audience (John)
- 2) Definition of consulting and overview of hour (Stewart)
- 3) Diverse work settings and organizations that hire consulting psychologists (Steve)
- 4) Applications, including case examples of consulting projects (Everyone)
- 5) Training/education (curricular, internships, post-doc)
 - Use the Div. 13 Training/Ed Guidelines (Janice/Tori)
- 6) Success factors (John)
 - John's Top 5 List
 - Resources -- eg., Div. 13, SIOP, Linkage, NTL, Toolbox, etc.
- 7) Considerations in choosing a career in consulting psych. benefits, tradeoffs, etc. (Steve)
- 8) Q&A (Stewart)

Psychologically based consultation methods help individuals, groups and organizations not only become more efficient and effective but also more healthy and satisfying places to work. In specific, both intrapersonal and interpersonal functioning have impact on the person themselves, their work teams, their organization and/or industry and relevant societal communities. Consultation is a helping relationship that assists people, groups, or organizations in meeting their mission, goals, or objectives. Consultation is typically multi-dimensional, often with multiple concurrent clients and inter-related factors. Consultants can be change agents, facilitators, collaborators or experts in the working relationship with clients. A consultant's work focus includes people, processes, and/or organizational structures.

Diverse work settings and organizations that hire consulting psychologists

- A consulting psychologist may work in any of a number of settings
 - Big five consulting corporations
 - Psychology “oriented” firms
 - Regional firms
- Case Example
- Other professions actively promoting “Consulting”

Diverse work settings and organizations that hire consulting psychologists

- Diverse settings such as
 - Production
 - Industry
 - Mental health agencies
 - Education
 - High tech companies, etc.



Considerations in choosing a career in consulting psychology, i.e. benefits, tradeoffs

These are generalizations:

Government System

- * more stable
- * good benefits
- * stable hours
- * lower pay
- * more political
- * more regulations
- * accountable to constituents
- * less travel

Private Consulting Firm

- * more unpredictable
- * benefits depend on firm
- * long hours
- * higher pay
- * politics depends on firm
- * regulations depend on firm
- * accountable to self and/or shareholders
- * more travel

Educational/School

- * more stable
- * good benefits
- * stable hours
- * lower pay
- * more political
- * more regulations
- * accountable to constituents
- * less travel

- APPENDIX A: How are psychologists employed?
- APPENDIX B: Some ways to become more involved in consulting
- APPENDIX C: Additional resources for the consultant
- APPENDIX D: Sample Job Listings for Consultants
- APPENDIX E: Other Consulting books and resources
- APPENDIX F: Career Development and six-future consulting



John's Top Five List: Doing it Well

The best consulting psychologists:

- Understand the needs of the client
- Can distinguish wants from needs, and can deliver a balance of both
- Know and articulate what they are world class at themselves
- Know who they work best with and seek out these types of clients
- Have well defined models and methods for their work



An incomplete list of prominent or related professional management/OD consulting organizations (National and International)

- Academy of Management, Division of Managerial Consultation ([Academy](#))
- American Association of Healthcare Consultants ([AAHC](#))
- American Institute of Certified Public Accountants, Management Consulting Services Division ([AICPA](#))
- Association of Management Consulting Firms ([AMCF](#))
- American Society for Training and Development ([ASTD](#))
- Canadian Association of Management Consultants ([CAMC/ACCM](#))
- International Coach Federation ([ICF](#))
- International Council of Management Consulting Institutes ([ICMCI](#))
- Institute of Management Consultants USA, Inc. ([IMC USA](#))
- OD Network ([ODN](#))
- Organizational Counseling Psychology a SIG of Div 17 of APA ([OCP](#))
- Society for Human Resource Management ([SHRM](#))
- Society of Consulting Psychology – Div. 13 of APA ([SCP](#))
- The Society for Vocational Psychology – a section within Div. 17 of APA ([SVC](#))
- The Society of Industrial and Organizational Psychology – Div. 14 of APA ([SIOP](#))



Division 13 E&T Guidelines

A) Primarily Individual-Level Core Competencies

- ✓ Individual assessment for purposes of career and vocational assessment
- ✓ Individual assessment for purposes of employee selection or development
- ✓ Job analysis for purposes of individual assessment
- ✓ Executive and individual coaching
- ✓ Individual-level intervention for job and career-related problems

B) Primarily Group-Level Core Competencies

- ✓ Group assessment
- ✓ Assessment of the functional and dysfunctional group behavior
- ✓ Assessment and development of teams
- ✓ Creating group level teams in organizations (e.g., self-directed work groups)
- ✓ Inter-group assessment and intervention
- ✓ Group boundary assessment and intervention
- ✓ Identity group (racial, gender, ethnic) management in the organizational context



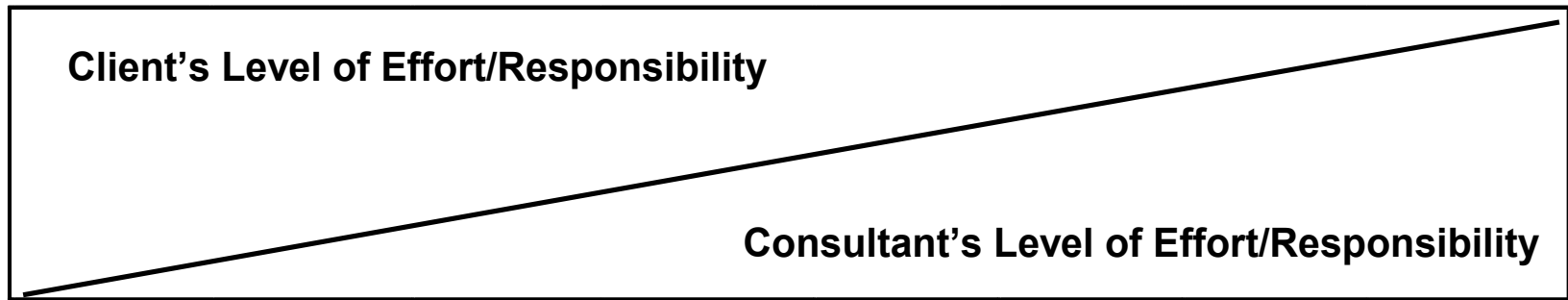
C) Primarily Organizational/Systemic-Level Core Competencies

- ✓ Organizational diagnosis including systemic assessment of the entire organization or large component parts of the organization
- ✓ Attitude, climate, and satisfaction surveys
- ✓ Evaluation of corporate management philosophy, organizational culture and nature of systemic stressors
- ✓ Work-flow and project planning activities
- ✓ Identification of aggregate performance measures
- ✓ Assessment of organizational values and management practices
- ✓ Organizational level interventions
- ✓ Change management of organizational systems



MULTIPLE ROLES OF THE CONSULTANT

| | | | | | | | |
|-----------------------|-------------|----------------|---|----------------------------|----------------------|---------------------------|----------|
| Objective Observer | Facilitator | Fact Finder | Identifier of Alternatives and Linker to Resources | Joint Problem Solver | Trainer/ Educator | Information Specialist | Advocate |
|-----------------------|-------------|----------------|---|----------------------------|----------------------|---------------------------|----------|



LEVEL OF CONSULTANT ACTIVITY IN PROBLEM SOLVING

Non-directive

Directive

| | | | | | | | |
|---------------------------------------|--|---|---|---|---------------|---|--|
| Raises questions for reflection | Observes problem- solving process and raises issues mirroring feedback | Gathers data and stimulates thinking | Identifies alternatives and resources for client and helps assess consequences | Offers alternatives and participates in decisions | Trains client | Regards links, and provides policy or practice decisions | Proposes guidelines, persuades, or directs in the problem- solving process |
|---------------------------------------|--|---|---|---|---------------|---|--|

Lippitt & Lippitt