



Organizational Consultation

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- **Hiring and Selection** Michelle P. Clark, Ph.D. is a consulting psychologist who contributes to an organization's success by applying psychological principals to the processes and problems found in the workplace. Dr. Clark has provided consultation to a wide range of organizations, including Iowa State University, the City of Ames, Union Pacific Railroad, and the Des Moines Public Schools. The bottom line in any organization is performance, and the strategies below build better organizations.
- **Leadership Coaching**
- **Team Development**
- **Organizational Assessment**
- **Training**

Hiring and Selection

It is critical to hire and retain employees who are an optimal fit for your organization. The costs of hiring the wrong employee are high: employee turnover costs thousands of dollars for each departure, problematic employees negatively impact the work environment and require extensive management by supervisors. Employers can be held liable for employee behavior. Often, the most important employee characteristics are those that are not found on a resume: teamwork, conscientiousness, integrity, leadership style, and ability to cope with stress. Pre-employment screening is designed to assist you to identify applicants whose characteristics are the best fit for your organization. Selection services include:

Consultation to assure mutual understanding of your management approach and qualities required to be successful in your environment

Administration of psychological testing and interviews to identify candidate strengths and weaknesses

Assessment of the potential fit between candidate strengths and weaknesses and organizational needs

Documentation of the comparison and contrast between strengths and weaknesses across candidates

Identification of specific areas for reference checks

Leadership Development/Coaching

A leader's ability to see how they examine their own beliefs, cultivate positive and effective communication, respond productively to stress, and contribute to effective team functioning, are key to their credibility with others (Kouzes & Posner *Leadership Challenge*). Although we can develop leadership seminars for your team, personal and customized assistance in leadership development cannot occur in most seminar settings. The insight and feedback that occur during coaching assists leaders to be self-correcting, to autonomously identify when they are performing well and when they are not and to independently make corrections. Many organizations utilize coaching because it creates synergy, in other words, two people working as a team create more energy and creativity than one person alone. Leadership services include:

Assessment of the leader's strengths and weakness using standardized test instruments that compare results to those of widely recognized successful leaders

Direct, honest feedback that helps leaders identify how their behavior affects the systems in which they operate

Executive 360s in which feedback to allow the leader to see how others see them is gathered from a variety of sources such as direct reports, customers, and supervisors

Objective, confidential consultation to identify ways of responding productively to difficult situations such as: navigating operational transitions, responding to difficult personnel issues, and maintaining effective communication

BUILDING BETTER ORGANIZATIONS

Team Development

Members of your organization can work together more productively. Productive teams have high levels of employee morale and retention; resolve conflicts effectively; respect and understand how individual differences contribute to efficient problem-solving; and communicate between themselves as well as others. Organization development services include:

- Personality/Leadership Inventories
- Teambuilding
- Facilitation of conflict resolution and teaching conflict management skills
- Design and facilitation of staff retreats

Organizational Assessment

Do you have a department or team within your organization that experiences high turnover, high levels of absenteeism, or constant conflict? Is there a team or department that other teams resist working with? Organizational assessment can identify the core problems underlying these difficulties, and provide assistance with intervention to change the work environment. Organizational assessment includes:

- Administration of objective measures of work place satisfaction
- Individual, confidential interviews with members of the team to identify people's perceptions of the problem
- Organizational assessment reports including specific feedback about the areas of concern within the work environment and suggestions for intervention
- Customized interventions to address areas of concern highlighted in the organizational assessment
- Facilitation of systems change
- Design of strategies to intervene successfully with problematic employees
- Coaching for leaders to initiate and maintain work environment changes

Training

Most employees and teams have extensive education and on-going training regarding the technical aspects of their work. However, it often is the less tangible aspects of work that determine employee satisfaction and productivity. Services include training on:

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| Effective communication skills | Leadership skills |
| Resilience in the face of stress | Emotional intelligence |
| Conflict resolution | Team interpretations of personality tests |
| Mental health issues | Time management |
| Responses to staff experiencing personal crises | Crisis intervention |
| Building respect and trust | Assertiveness |
| Balance in work and family | Facilitation skills |

Credentials and References

Michelle P. Clark earned her Ph.D. in Counseling Psychology from the University of Nebraska. She is licensed as a psychologist in Iowa and has provided consultation to a wide range of organizations, including Iowa State University, the City of Ames, the Des Moines Public Schools, and Union Pacific Railroad. She is also an instructor at Iowa State University.

Dr. Clark specializes in organizational consultation, executive coaching, work environment interventions, and psychological testing.

References

Julie Huisman
Director of Human Resources
City of Ames

Beth Wessel-Kroeschell
State Representative, House District 45
Ames, Iowa

Terry Mason, Ph.D.
Assistant Vice President for Student Affairs
Iowa State University

Cyndy Erickson
SUCCESS Program Director
Des Moines Public Schools

“Fifteen percent of the reason you get a job, keep a job, and move ahead in that job, is determined by your technical skills and knowledge....regardless of your profession. The other eighty-five percent has to do with your people skills and people knowledge.”