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Rose Porterfield Group
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Over thirty years of consulting in all aspects of the human side of business including pre-hire assessment, coaching, hiring, testing, staff development, executive teambuilding and virtually any area besides search and placement.

EDUCATION AND LICENSING

PhD Psychology	Florida State University, 1972
MS Psychology	Florida State University, 1971
BA Psychology	University of Texas at Arlington, 1969
Licensed Psychologist	1977 to present, Texas 2-1566

EMPLOYMENT

1976 to present – Consultation to business

Rose Porterfield Group	1981 to present	Principal
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Rose Porterfield Group is a Texas HUB and Woman Owned Business providing psychological and organizational consulting since 1981.

Lifson Companies	1976 to 1981	Principal
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Started at Lifson Wilson Ferguson and Winick in 1976; firm changed names several times with Lifson as the first name. Work involved consulting in all aspects of selection and development of management teams in a wide range of industries (described below).

1973 to 1976 – Research and teaching

University of Puerto Rico	1973 to 1976	Assistant Professor
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Taught and conducted research in bilingual cognitive processes.

Courses taught:

Experimental Psychology – including experimental design and basic statistics.
Various graduate courses

EXAMPLE RPG LEGAL PROJECTS

We supported the defendant where a Caucasian man claimed that he was part Indian and that his African American boss was discriminating against him because he was Indian.

We supported the plaintiff, a man who had been fired for sexual harassment.

We supported the plaintiff, an individual who was seriously injured in a company event.

We supported the defendant, a not for profit company being sued for unfair labor practices.

We supported the plaintiff, the family of a man who died as a result of an unsafe work environment.

We are objective, know our strengths and limitations and are not upset at being challenged.

EXAMPLE RPG CONSULTING PROJECTS

RPG's main work involves consulting and we have worked with retail, restaurant, not-for-profit, construction, medical, manufacturing, consulting and aviation to name some industries. Below are some examples of our work projects.

DEVELOPING TEST ITEMS

A preeminent testing company asked us to design test questions for their revised intelligence test. Items have to fit exacting standards in order to maintain validity.

EXAMINING SAFETY AND QUALITY PROGRAMS

A large refinery asked RPG to examine one of their plants to see if the rigorous programs in Quality (LEAN) and Safety were functioning as desired. RPG did lengthy one-on-one on-site interviews from the top plant management to a large representative sample of workers in all areas and all shifts in the 24/7 operation as well as examining files, programs, films of work accidents, and other data. RPG found that the information on quality, while embraced by management, was not making it to the shop floor. Workers felt that LEAN **was just another "theory of the moment" and that safety was unnecessary** and/or subordinate to production. RPG addressed this, as well as ethnic-related factors influencing compliance. As a result of the project findings the CEO and management were able to re-oriented thinking and attitudes, raise the plant safety rating and make the implementation of LEAN more efficient.

Example projects continued

HANDLING TRAGIC INCIDENTS.

Two managers were murdered by gun shot in a robbery gone wrong in one of the many stores in a large retail chain. As is often the case there was a ripple effect of fear in the thousands of other stores about **'it could happen to us, too.'** RPG was called in to consider the psychological aspects of the best way to present and deal with the information both internally and externally—and in a way that acknowledged yet calmed fears and was consistent with company culture and the strong ethics of the two founders.

HANDLING A THREATENING EMPLOYEE

A disgruntled recently-fired employee had been sending threatening mail to management. RPG was asked to read the mail, employee records etc to determine the extent of the threat and make suggestions for handling the employee. Our analysis showed that there was sufficient cause for concern. We suggested ways to handle the employee that showed respect, stood firm in some areas and did not keep overly engaged. The former employee handled the resulting communication well and ceased making threats.

EXECUTIVE ASSESSMENT PRE-HIRE

As one example of thousands of RPG's executive assessment procedures: a final slate of five SVP HR candidates was determined by management. Each was assessed by RPG with reports on each individual, suggested follow-up questions and comparison contrast of all five. As is often the case RPG found that all five were highly qualified; that said, one individual was clearly the weakest in terms of experience, another was a poor fit with the culture, and among the other three there were two top contenders with strong but very different styles. In discussions with the CEO and his top staff we suggested the one that most clearly fit their needs and lead to success in the position.

DEVELOPMENT OF A MANAGEMENT TRAINING PROGRAM FOR CHINESE MANAGERS

A North America/China aviation joint venture asked RPG to visit their plant in China to help develop training programs with a western philosophy and approach that would be accepted by the Chinese and able to be implemented in their culture. Previously the North America HR team had made an attempt at the program creation but were unsuccessful. RPG found that the management team—while mostly western educated and fluent in English—**had a difficult time grasping 'obvious' concepts** such as delegation, which in western **management were considered assumed.** With RPG's design, guidance, and training, the program was ultimately implemented with success.

Example projects continued

IMPROVING EFFECTIVENESS AT A MEDICAL CLINIC

A medical clinic had difficulties with inefficiencies, bickering among the staff, prima donna doctors and marked communication problems among the two doctor owners. In a series of interviews and observations with staff and doctors RPG found people who were underutilized, areas in which patient information was not being communicated and the locus of problems that were impeding communication among the owners. RPG showed the owners that a few alterations to their communication and management, e.g., taking a hard line in some key areas, restructure of staffing and some simple but rigorous policies and procedures all of which was used by the owners with immediate effects.

COACHING EXECUTIVES

We have coached many executives through the years. A national retail consulting firm had two VPs both of whom had been identified as key talent and both of whom were not being accepted among other key players and external partners as well as was needed. Both were assessed and subsequently coached for most of the year. In one case it became clear that one VP, while talented and good with people in some areas had basic irreconcilable trust issues with management that ultimately led to an amicable departure. **The second VP was good at what he did but was not 'selling' his ideas and projected an unintentionally negative tone.** Through coaching, he developed rapidly and grew into a larger role.

FACILITATING EXECUTIVE COMMUNICATION

A large construction company was owned and managed by four brothers. Individually good performers they had difficulty in communicating among themselves as a team. Sometimes they simply did not communicate and at other times their anger made the meetings counterproductive. We worked with them biweekly over the course of a year and helped them achieve some key changes.

COMMUNICATION TRAINING

Worked with a department in a public sector hospital organization to help them with communication training. As is our usual approach we visited with members of the department individually and confidentially. While there were systemic issues there were also personal likes and dislikes – some extreme. By looking at the department overall and individually we were able to tailor a program that had both general communication suggestions as well as some very targeted suggestions.

Worked with the Accounting and Finance department in a large manufacturing company. We visited with individuals within the department. We found some systemic issues and also found one individual who was a very divisive element. We were able to tailor the course to their needs and made suggestions to make the problem individual more of an individual contributor.

Example projects continued

UNDERSTANDING CORPORATE CULTURE

After working with a retail client for a few years in more and more areas RPG felt confidence in an understanding of corporate culture. To further improve effectiveness we asked the CEO to draw up a list of key culture factors, RPG did so independently and working with the CEO refined many factors to six key aspects of corporate culture with concrete examples of each. Too often companies espouse culture that contains abstract terms such as **'excellence' with no concrete examples** – the list we helped develop was **much more concrete**. **E.g. one key aspect of culture was 'Deep Dive' and was defined as "A willingness to understand our business at a store level, visiting stores, talking to shop personnel looking at product layout and always staying focused at that level. We do not have a Headquarters we have a Store Support Center."** **RPG uses this list in assessing candidates, which has dropped turnover and increased teamwork.**

SURVEYS AND 360s

We have helped clients with surveys for years, including customer satisfaction, employee morale and as part of team development. As one example we worked with an organization with a focus on the executive team. We conducted surveys both written and individual at all levels of the organization. (We insure confidentiality in our surveys). As a result the E-team members were able to see where people perceived that they did or did not fit the Mission Vision and Values that they were working to implement. As a result we provided group work and one-on-one coaching to help them better fit their MVV.

DEVELOPING A PUBLIC DATA PROFILE

An international research company gathered public data on a client's competitor's CEO. Their client wanted to understand the competitor better in terms of likely behavior. Based on the data we developed a psychological profile of the CEO. The company found the information extremely useful.

HELPING REBUILD DAMAGED AND INEFFECTIVE CULTURE

A large and well known Not For Profit organization had a culture that was out dated and ineffective, perpetuated by a senior leadership team that was dysfunctional. We worked for over a year doing interviewing and assessment and helped guide the Board and CEO to a new team with clearer ground rules.

PARTIAL LISTING OF PUBLICATIONS
(first or sole author unless otherwise noted)

Articles

Energy integration in intersensory facilitation. (1970) *Journal of Experimental Psychology*, 86. (With I. Bernstein as first author and V. Ashe). Article showing the effect of mixing visual and auditory signals on reaction time.

Item specific retroactive inhibition. (1971) *Journal of Verbal Learning*, 10. (With G. Weaver as first author and N. Campbell). Article about memory and forgetting.

Linguist and non-linguist agreement concerning surface structure. (1973) *Journal of General Psychology*, October. Examined the degree to which non-linguists and linguists agreed on the grammatical acceptability of sentences.

Free recall of a mixed language list. (1974) *Psychonomic Science*, 21. (With J. Carroll) One of a series of articles on bilingual memory and information processing.

Stimulus encoding and retroactive inhibition. (1975) *Journal of General Psychology*, 92. (With George Weaver). **An adaptation of Rose's Master's Thesis showing the effect of different variables in memory for paired associate word lists.**

Bilingual retention (1975) *Journal of Experimental Psychology: HLM*, 1 (With P. Rose, N. King and A. Perez) One of a series of articles on bilingual memory and information processing.

Verbal processing of visual stimuli. (1976). *Journal of General Psychology*. **An adaptation of Rose's Doctoral Dissertation showing the interaction of language on the memory of visual images.**

Language retention for sentences in a trilingually mixed list. (1976) Paper presented at *SEPA* in New Orleans. (With A. Perez and P. Rose)

An examination of responses to a multivalued logic test. (1980) *Journal of General Psychology*, 102. Article about the response patterns to a commonly used logic test.

Second language performance and language of thought. (1980) *Journal of General Psychology*, 103. Article showing the relationship to language ability and language in which the individual thinks.

Some tips on improving your communication skills. (1983) *Journal of Accountancy*, June. Article on content and presentation in communication.

How do you deal with pressure? (1984) *Financial Executive*, December. Article about being effective at work and handling stress.

The use of conditional probabilities in applications of Holland's theory (1984) *Journal of Vocational Behavior*. **A mathematical system for showing the relationships among the vocational types of Holland's hexagon.** (In a review of nearly 600 vocational and career articles published in 1984 [see Borgen et al JVB October 1985], this article was selected as one of the 34 best, specifically for innovative statistical methodology).

Practice growth. (1984) *CPA Marketing Report*, July. (With R. Weisheit as senior author) Discussion of factors to consider in practice growth.

Burnout. (1986) *Journal of Accountancy*, November. **Discussion of the phenomenon of 'burnout' among accountants** with a brief self-test and suggestions for overcoming burnout.

Women and men in the workplace (1991) *Dallacite*, March. Discussion of differences/similarities of men and women in the workplace.

Teamwork (1992) **Today's CPA**, November/December. Characteristics of well-functioning teams.

Picking partners. (1993). **Today's CPA**, September/October. Discussion of the factors CPAs see as important in partners, including the results of a brief survey.

Practical use of the pilot personality profile (2001). *AvWeb*, February issue. www.avweb.com Article on how personality profiling can assist in relating to people of different occupational backgrounds. Go online to <http://www.avweb.com/news/aeromed/181606-1.html?redirected=1>.

When clients get angry (2002) *The Consulting Academy*. Read article at <http://consultingacademy.com/a10.shtm>. Offers advice to consultants dealing with angry clients.

What clients think of us. (2002) *The Consulting Academy*. Read article at <http://consultingacademy.com/a11.shtm#bio> Offers advice to consultants for dealing with clients and being truly helpful.

Most execs are getting a bad rap. (2003) *Dallas Morning News*, April 7th. Column discussing the manner in which executives in general were being unfairly judged in the wake of the scandals surrounding Enron and Andersen.

Adult education. (2003) *Black Belt Magazine*, June. Discussion of how martial arts training actually teaches control and patience and how that control has a positive effect in business.

Red Warrior. (2004) *Black Belt Magazine*, December. Discussion of knife fighting as a model for martial arts; one key is avoid any fight if you can.

Publication/articles continued

Office politics: avoiding the quicksand. (2008) *The Consulting Academy*. (With R. Porterfield as first author). Read article at <http://consultingacademy.com/a12.shtm> How to navigate company politics.

Industrial Psychology expert witnesses. (2011) *Jurispro*. Expert Witness Blog, April 16th. Read it at http://www.expertwitnessblog.com/2011/04/industrial_psychology_expert_w.html A brief explanation of the psychology applied to business work that IO Psychologists do and how they can be experts.

Industrial Psychology expert witness and sexual harassment. (2011) *Jurispro*. Expert Witness Blog, May 27th. Read it at http://www.expertwitnessblog.com/2011/05/industrial_psychology_expert_w_1.html An example of a case in which a manager was terminated for sexual harassment.

Sexual harassment and preventative medicine (2011). *Consolidated Consultants Newsletter, Summer*, advice on avoiding sexual harassment allegations. <http://www.freereferral.com/newsletter/articles/Sexual-Harassment-Preventative-Medicine.php>

Training is the key to success, or failure, in business. (2011) *HG Experts*. Read the article at <http://www.hgexperts.com/article.asp?id=21503> Problems relating to employee treatment, including safety, are often related to lack of proper training. Whether diagnosing a problem or proactively avoiding one this article can give good guidance.

Industrial Psychology expert witnesses. (2013) *Jurispro*. (With R. Porterfield as first author). Expert Witness Blog, November 13. Read it at http://www.expertwitnessblog.com/2013/11/industrial_psychology_expert_w_2.html Further discussion about areas in which IO psychologists can serve as experts in legal issues.

Industrial Psychology expert witness on employment testing. (2014) *Jurispro*. (With R. Porterfield) Expert Witness Blog, April 21. Read it at http://www.expertwitnessblog.com/2014/04/industrial_psychology_expert_w_3.html Discussion of test validation concepts.

Sexual harassment and “he said/she said.” (2015) *Jurispro*. (With R. Porterfield) Expert Witness Blog, August 20. Read it at <http://www.expertwitnessblog.com/2015/08/sexual-harassment-and-he-saidshe-said.html> Discussion of the ability to investigate sexual harassment even in the absence of witnesses.

5 things to ask about your leadership. (2016) Trecwire (with R. Porterfield as first author) Publication by the Texas Real Estate Council (March); suggested questions for aspiring leaders. <http://recouncil.com/professional-development/five-things-to-ask-about-your-leadership/>

Acting like a CEO: building better relationships. (2016) Trecwire (with R. Porterfield as first author) Publication by the Texas Real Estate Council (February); **suggestions for setting others at ease in conversation, a “small” thing that helps leaders lead.** <http://recouncil.com/professional-development/acting-like-a-ceo-building-better-relationships/>

Failing your way up. (2016) Trecwire (with R. Porterfield as first author) Publication by the Texas Real Estate Council (April); suggestions for looking at failure as a learning experience. <http://recouncil.com/professional-development/failing-your-way-up/>

Interviews in publications and media

Secrets of Executive Success, (1991) Rodale Press. Interviewed in several sections of the book.

View from the couch. (2004) sidebar in *Pilots who shouldn't be*, K. Bangs Business and Commercial Aviation, November 2004. The article is on unsafe pilots, the sidebar talks about the fact that pilots are usually very stable and stress-resistant.

Psychological effects of Katrina. (2005) interview in *After the deluge* by R. Hebert, The Observer, a publication of the Association for Psychological Science, November 2005. Discussion of the nature of human systems in the face of disaster **and the 'aftershock' that might be experienced.**

Handling angry clients (2011). Interview in Law Office Administrator, Ardmore Publishing, January, Advice on handling angry client calls.

A good firing (2011). Interview in Law Office Administrator, Ardmore Publishing, April, Advice on how to properly handle terminating employment.

Malaysia Flight MH370: Inside the pilot's mind? (2014) Interview by Carol Costello CNN Domestic March 18, 10:20 am EST. **Information about the traits of pilots and "red flags"** for pilots and general discussion about the pilots. <http://edition.cnn.com/TRANSCRIPTS/1403/18/cnr.03.html>

Master's Theses Chaired at the University of Puerto Rico

Serial position effect in motor memory as a function of practice and order of recall. Nelson King Torres, University of Puerto Rico, 1974. An attempt to apply memory models generally assessed using verbal data to motor movement.

Semantic organization in bilinguals. Dolores Miranda de Carroll. University of Puerto Rico, 1975. An examination of the effect of word list organization and language on memory.

Measurement of bilingual ability. Alicia Perez Hasembank, University of Puerto Rico, 1975. An examination of different methods of measuring second language fluency.

Similarity of second and first language imagery ratings as a function of language proficiency and word concreteness. Evangeline Santiago Artesona, University of Puerto Rico, 1976. An examination of increasing similarity of word features in two languages as a function of language fluency in the second language.

Books and Book Chapters

Practical Issues in Employment Testing (1993) Psychological Assessment Resources, FL 1-800-331-TEST. Covers key legal and practical issues of testing for development/selection. Also contains an explanation of statistics for the layperson.

Psychological Consultation to Business (1994) Psychological Assessment Resources, FL 1-800-331-TEST. Covers many areas in which psychological consultation is helpful to business.

The Self-Directed Search in Business and Industry (M Shahnasarian, Editor) *Chapter Using the RIASEC scales in selection and development in business.* (1996) Psychological Assessment Resources, FL 1-800-331-TEST. Book covers key legal and practical issues of testing for development and selection.

Monthly business column in the Dallas Business Journal

C-level coach (2008 to 2013) Dallas Business Journal. Visit <http://www.roseporterfieldgroup.com> for archived columns. This monthly column provides advice to C-level executives on a variety of personal and professional issues. Bob alternates months with his Managing Principal, Dr. Robyn Porterfield.

Sample columns:

Doing a 360. (2008) DBJ February 8th How to do – and productively be the focus of – a 360

Personality matters. (2008) DBJ October 31st Why personality – properly measured – has importance in the workplace.

Hiring, a neglected skill. (2009) DBJ February 2nd techniques to use in hiring.

The value of diversity (2010) DBJ February 19th The challenge – and value – of diversity in the workplace.

Teamwork myths busted. (2010) October 10th **Concepts of “teamwork” can be as silly as over** the top action movies. But practical teamwork while hard, works.

Tsunamis in the workplace (2010) December 31st Business problems, like tsunamis can strike with no warning; but, at the workplace we control some of the fault lines.

Making the right decisions (2011) August 18th Including people or acting on your own are not easy options when it comes to decision-making.

Mixed messages from management (2012) June 22nd Even good managers can make mistakes in dealing with people.

Numbers matter in math but not when it comes to hiring (2012) December 7th Employers should not over-emphasize e.g. GPA simply because it is easy to measure.