INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

FALL 2014 NEWSLETTER

LEAD GRANT

The Department of Organizational Sciences and Communication (OSC) is proud to announce the launch of the Leadership Educational and Development Program (LEAD), which began its inaugural sequence this past summer. This innovative new Master’s degree program is closely inline with the new GW Strategic Plan that focuses heavily on creating new interdisciplinary projects. As such, it is part of a cooperative arrangement between the U.S. Naval Academy (USNA) and the GW departments of OSC and Human and Organizational Learning (HOL, located in GSEHD). The aim of the program is to provide a highly competitive Master’s degree program to USNA company officers over the course of one year.

The LEAD Program is the result of a highly competitive grant proposal submitted by OSC and HOL that was selected for funding in late May. OSC Chair Dr. Clay Warren (below, left), a graduate of the USNA, serves as the LEAD Program Director. One of the highlights of the program is the participation of a wide range of faculty from within OSC and HOL, including several members of the I/O program. This includes Dr. David Costanza and Dr. Lynn Offermann, who will teach courses in leadership, organizational behavior, and research methods.

They will be joined by faculty from OSC and HOL as well as from the USNA. Currently 15 students make up the incoming class and the program has the capacity to grow to include 25 per degree cycle. The department is pleased to have been selected for the grant and to be a part of this exciting new opportunity for members of the USNA who will be continuing on into distinguished careers in their field.

AWARD SPOTLIGHT

Congratulations to Allison Yost who is this year’s Mosel Award recipient for her dissertation entitled, “Does Taking a More Holistic View of Personality Improve its Predictive Utility? A Comparison of Multiple Regression, Fuzzy Cluster Analysis, and Indirect Mixture Modeling for Predicting Leadership Effectiveness.”

More details about Allison’s dissertation can be found in the dissertation section. She is currently working as a Manager of Talent Management Analytics and Solutions at Marriott International. Congratulations Allison!
Caroline Rausch (left) earned her B.S. in Psychology from Louisiana State University in 2014. Her experience as manager of the Eye Movements, Memory, and Attention Lab influenced her decision to pursue I-O Psychology in graduate study. She is interested in job satisfaction as it relates to employee stress and well being, the role of women in the workplace, and the effects of technology on organizational culture. Caroline also hopes to investigate leadership training, team effectiveness, and the many potential relationships that may exist between leaders and teams. Originally from New Orleans, Louisiana, Caroline loves live music, seafood, and travel.

Meaghan Gartner (right) is originally from Hackensack, New Jersey. She attended Wake Forest University and received her B.A. in psychology in the spring of 2012. After graduating, she worked for two years as a human capital analyst in Deloitte’s federal consulting practice. Her interest in I-O psychology was cemented during an internship she held at the Center for Creative Leadership in Greensboro, NC, in their research and development department. In this role, she aided in research on predictors of effectiveness in first-level managers as input in revamping the Center’s executive training courses. Her prior research areas of focus have Included ethnic and American identity development (a paper on which was accepted for publication in the Journal of Youth and Adolescence) and counterfactual thinking (as part of her senior honors thesis). Her I/O research interests include leadership and organizational culture. In her spare time, Meaghan enjoys traveling, attending country concerts, and catching up on Law and Order SVU.

Michael Cox (left) grew up on Bainbridge Island, Washington, and recently graduated with a BA in psychology from the University of Southern California. At USC, Michael realized he wanted to become an I-O psychologist when he learned about the profession in a social psychology class. With this new sense of direction, he created his own research project to study how personality characteristics moderate the effects of electronic performance monitoring (EPM) on performance. Michael has continued to be fascinated by the interaction between employees and technology in the workplace, which is still at the center of his I-O research interests today. When he’s not working, Michael enjoys sports, movies, and reading.
Congratulations Deb Whetzel!

George Washington alumna Dr. Deb Whetzel (above, center) was named a 2014 SIOP fellow. A SIOP fellow is an individual who is a distinguished industrial and organizational psychologist who has made an unusual and substantial contribution to the field. She joins fellow alumni Mike McDaniel (Whetzel’s husband!), Marilyn Gowing, and Ken Pearlman as well as current professor Dr. Lynn Offermann in the ranks of SIOP Fellows.

Students, faculty, and alumni presenting their research and enjoying the beautiful outdoors at the SIOP 2014 conference in Honolulu, Hawaii.
Congratulations to **Allison Yost** for successfully defending her dissertation, “Does Taking a More Holistic View of Personality Improve its Predictive Utility? A Comparison Multiple Regression, Fuzzy Cluster Analysis, and Indirect Mixture Modeling for Predicting Leadership Effectiveness.” This dissertation evaluated the predictive utility of fuzzy cluster analysis and indirect mixture modeling for the personality-leadership relationship over more traditional models such as main effects only multiple regression and regression models that include interactions and nonlinear effects. Archival data was used to determine the fit, predictive validity, and generalizability of these four different models. Results demonstrated that mixture modeling outperformed multiple regression and cluster analysis but also had the most shrinkage in the validation sample while the main-effects multiple regression model explained a small yet significant amount of variance that was stable across samples for leadership effectiveness outcomes.

Congratulations to **Mike Karim** and **Jamie Severt** for successful dissertation proposals! Mike’s proposal was entitled “Electronic Monitoring and Self-Regulation: Effects of Monitoring Purpose on Goal State, Feedback Perceptions, and Learning.” In addition he also completed data collection over the summer. Jamie’s proposal was titled “The Effect of Leader Behavior and Team Processes on the Development of Team Cohesion.” Way to go Mike and Jamie!

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**Recent Publications & Presentations**


**Landers, R. N., & Behrend, T. S.** (in press). An inconvenient truth: Arbitrary distinctions between organizational, Mechanical Turk, and other convenience samples. *Industrial and Organizational Psychology: Perspectives on Science and Practice.* (focal article)


*Indicates student author.

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**Dissertation Defenses & Proposals**

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**Student Summer Updates**

Jamie Severt worked for the Army Research Institute and successfully proposed his dissertation. He is currently collecting data on leader behavior and team processes in high school sports teams.

Garett Howardson worked at the Army Research Institute and continued working on his dissertation.

Samuel Kaminsky was hired by Jet Blue as a selection intern and is currently still working there. He is making progress on his dissertation proposal.

Kaitlin Thomas interned at the Army Research Institute in Fort Belvoir, VA, as a research assistant this summer, along with her continuing work on Dr. Offermann’s grant.

Lindsey Smith worked at the GW Office of Survey Research and Analysis. She also worked on Dr. Offermann’s SHRM grant.

Ryan Horn worked in the GW Office of Survey Research and Analysis in addition to making progress on his second-year project.

Jon Willford worked with Dr. Tara Behrend on a grant focused on STEM high schools.

Meredith Coats worked with Dr. David Costanza on a grant for ARI focused on survival analysis. In addition, she began a consulting project focused on developing a scale development for The Hahn Award for disabilities studies.

Mike Karim worked at Fors Marsh Group over the summer. He also relocated to San Francisco and is preparing to defend his dissertation.

Nikki Blacksmith worked on the ARI grant focused on survival analysis with Dr. Costanza. In addition, she worked with Dr. Behrend on a grant from the Columbian College Facilitating Fund.

**Another Kind of Proposal...**

Congratulations to Mike Karim for successfully completing his marriage proposal to his fiancé Ann Lesnfsky this past spring. Mike dropped the question on a recent trip to Delaware while Ann was visiting and she of course said ‘Yes.’ Members of the I-O program wish Mike and Ann the best of luck!

**Grants & Recognitions**

Dr. Tara Behrend was recently named APA Program Chair for Division 14 (SIOP) for 2016.

Dr. Lynn Offermann was recently elected to a three-year term on the Executive Committee of the Gender and Diversity in Organizations (GDO) Division of the Academy of Management.

Dr. David Costanza was awarded a grant from ARI which focuses on survival analysis as a technique for improving understanding of leader development and officer and enlisted personnel issues.

Dr. Lynn Offermann is on the second year of her grant from the Society for Human Resource Management (SHRM) to study women and leadership careers.

Dr. Tara Behrend was awarded a grant from the Columbian College Facilitating Fund.
On September 12, 2014, I-O doctoral students attended the Capitol Hill Briefing for the release of the new edition of the Standards for Educational and Psychological Testing. The Testing Standards is a joint product of the American Psychological Association (APA), The National Council on Measurement in Education (NCME), and the American Educational Research Association (AERA). These associations published the first version of the Standards in 1966 with revisions published in 1974, 1985, and 1999. The briefing featured several experts in the field of testing and measurement who highlighted the major features and changes in this newest edition. The briefing focused on testing fairness, validity, accountability, and technology and how these topics related to current concerns such as high-stakes testing, value-added measures, and effective testing in schools, the workplace, and other environments. It was exciting for students to hear about the enduring importance of these topics and hear from experts in the field!

Students, faculty, family, and significant others gathered at Dr. Costanza’s house on October 12th for the annual I-O psychology fall brunch. It was a great time to hang out, take a break from studying, and kick off a new school year. The Costanza family’s new puppy, Loki, was the life of the party.

Nikki, Samuel, and Kaitlin (left to right) took their comprehensive exams on May 5th. They showed up prepared and ready to go! They even had time for a little Cinco de Mayo fun before the exam began.
CONGENIAL CULTURE

While students do spend a lot of time studying and conducting research, they also take the time to attend I-O events in the community such as the monthly events hosted by Personnel Testing Council Metropolitan Washington (PTCMW). The students also take the time to celebrate one another’s birthdays and holidays.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY PROGRAM

September 14th- Dr. Matthew Fleisher presented “Enhancing the Predictive Potential of Personality: Isolating Multiple Components of Trait Expression via a Single Administration Design”

October 10th– Dr. Mark Clark discussed his research on team knowledge networks

October 24th– GW Alum Dr. Mark Schappell presented “Culture Clash? Extrapolating a Professional Services Model to a Transactional Environment “

November 7th– Dr. Brandi Weiss, GWU GSHED

November 21st- Dr. Jose Cortina, George Mason University

We would like to thank our speakers! Tune in to the spring newsletter for a recap of these events!
Thank You

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Jon Willford
Meredith Coats

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