

FALL 2021 NEWSLETTER

GW RETURNS TO IN-PERSON CLASSES!

After over a year of fully virtual instruction, GW has returned to in-person classes! Students are back on campus and enjoying the face-to-face interactions that they missed during previous semesters.

To ensure the safety of our community, students and faculty are required to adhere to the university's COVID-19 safety protocol, which includes mandatory vaccination, biweekly COVID testing, and an indoor mask mandate.

Happily, our I-O graduate lab space has also reopened, allowing doctoral students to study and learn alongside one another once again. YAY!!



NEW FACULTY SEARCH UNDERWAY

We are delighted to report that the Columbian College of Arts and Sciences approved the department request for a new Industrial-Organizational Psychology tenure-track faculty! Expectations are high as we look forward to reviewing applications and interviewing candidates to join our current esteemed faculty. New tenure track positions at GW are hard to come by, and receiving one represents a strong indication of GW's support for our program. More good news!!

COMPREHENSIVE EXAMS

Taniyia Harvey (L) and Sarah Salvi (R) both passed comprehensive exams this summer and are now developing dissertation ideas. Taniyia's research interests focus on workplace discrimination and Sarah's are in gig work. Congrats to both!!



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WELCOME NEW STUDENTS



Elizabeth Arenare joined the Industrial-Organizational Psychology Program in 2021. Elizabeth received her Bachelor of Arts from Colgate University where she was a Psychology major and Political Science minor. She has spent the past 3 years working at Northwell Health, a large health system in New York. During her first year at Northwell, she worked as an assistant research coordinator in their psychiatric hospital. She then transitioned to a project manager role on Northwell's patient experience team, where she worked with Northwell Health Physician Partner practice managers to help improve their patient experience scores. Elizabeth's educational background is primarily in clinical psychology, but after working at Northwell she decided that she wanted to work with organizations as opposed to individuals. Elizabeth's research interests are centered around employee well-being, particularly within the helping professions. She is especially interested in studying burnout prevention in healthcare workers.

Elizabeth is looking forward to getting involved with the I-O community at GW. She is excited to learn about a variety of OHP topics as a member of Dr. Peng's SOHAL lab. She is very happy to be living in DC, and she plans to explore the city as much as possible during her time here. Outside of her schoolwork, Elizabeth enjoys hiking, trying new restaurants, and playing Settlers of Catan.

Claire Seo joined the Industrial-Organizational Psychology doctoral program at the George Washington University after graduating Occidental College in 2021 with a Bachelor of Arts in Psychology and Japanese Studies, and a minor in East Asian Studies. Through an internship with a consulting company emphasizing diversity and inclusion, she developed an interest in promoting diversity in the workplace using psychology. She was further introduced to I-O Psychology by her undergraduate advisor Professor Brian Kim researching time management and missing data. She is excited to pursue research in diversity and inclusion under Dr. Offermann.

Due to the quarantine, Claire began to develop her baking skills. Some of her proudest creations are a tiramisu with ladyfingers baked from scratch and milk bread. She also has taken up endurance cycling. She completed the 50-mile course for the Connecticut Challenge with her dad. Over the summer, she took a 4 day trip to hike around Mount Washington and climbed a fivethousand footer. On weekends, she enjoys eating out with friends and exploring the DC restaurant scene.



GET READY FOR ... SIOP 2022 IN SEATTLE!

2021 PUBLICATIONS AND PRESENTATIONS

Costanza, D. P., Ravid, D. M., & Slaughter, A. (2021). A distributional approach to identifying generational differences: What do you mean they vary? *Journal of Vocational Behavior*. <https://doi.org/10.1016/j.jvb.2021.103585>

Foley, K. O. (2021). *Ethical leadership annotated bibliography*. (ARI Research Note 2021-02). Fort Belvoir, VA: U.S. ARI. <https://apps.dtic.mil/sti/citations/AD1126517>

Foley, K. O. & Plemmons-Shaughnessy, S. (2021). *Negative leader behavior: What do our scales measure?* (ARI Technical Report 1391). Fort Belvoir, VA: U.S. Army Research Institute for Behavioral and Social Sciences. <https://apps.dtic.mil/sti/citations/AD1127211>

Foley, K. O. (2021). *Ethical leadership annotated bibliography*. (ARI Research Note 2021-02). Fort Belvoir, VA: U.S. ARI <https://apps.dtic.mil/sti/citations/AD1126517>

Foley, K. O. & Plemmons-Shaughnessy, S. (2021). *Negative leader behavior: What do our scales measure?* (ARI Tech Report 1391). Fort Belvoir, VA: <https://apps.dtic.mil/sti/citations/AD1127211>

Harvey, T. J., Offermann, L. R., & Pitcher, B., (2021, April). *Balancing work, family, and academics: Graduate students and COVID-19*. Poster presented at the meeting of the Society for Industrial and Organizational Psychology.

Ma, J., Liu, C., **Peng, Y.**, Xu, X (2021). How do employees appraise challenge and hindrance stressors? Uncovering the double-edged effect of conscientiousness. *Journal of Occupational Health Psychology*, 26, 243–257.

Min, H., **Peng, Y.**, Shoss, M., & Yang, B. (2021). Using machine learning to investigate the public's emotional responses to work from home during the COVID-19 pandemic. *Journal of Applied Psychology*, 106, 214–229.

Ness, A. N., Foley, K. O., & Heggstad, E. (2021). Methods for assessing intra-individual variability in personality. In D. Wood, J. Read, P. D. Harms, & A. Slaughter (Eds.), *Integrating advances in the assessment of the person and the situation with emerging models of psychological and behavioral dynamics*. Elsevier.

Offermann, L. R. (2021, August). *Applying management research to improve science research teams*. Presenter, Live stream symposium at the Academy of Management virtual conference.

Offermann, L. R., Lanzo, L. A., Foley, K. O., & Harvey, T. J. (2021). College women leaders, 1985-2105: Achievement motivations across generations. *Journal of Managerial Psychology*, 36 (1), 89-117.

Offermann, L. R. & Hill, N. S., (2021, April). *Enhancing virtual collaboration in multidisciplinary science research teams*, Virtual live symposium presented at the meeting of the Society for Industrial and Organizational Psychology.

Romero, M.R., Salvas, A.L., Offermann, L.R., & Hill, N.S. (2021, June). ACE-ing science team socialization. Paper presented at the 2021 Science of Team Science Conference, Blacksburg, VA.

2021 PUBLICATIONS AND PRESENTATIONS—CONTINUED

Salvas, A. L., Hill, N.S., Offermann, L. R., & Romero, M., (2021, April). *Strategies to improve virtual communication in science research teams*. Paper presented as part of a symposium, Society for Industrial and Organizational Psychology.

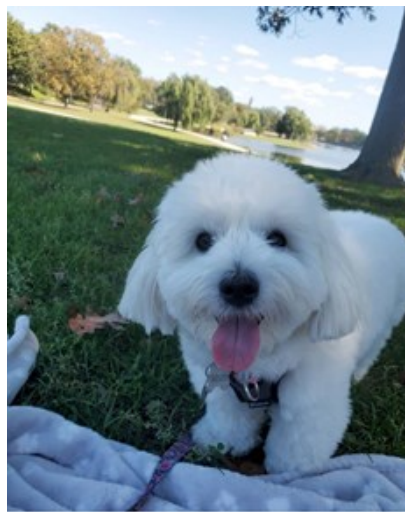
Salvas, A.L. & Romero, M. (co-chairs) (2021, August). Applying management research to improve science research teams [Symposium]. The 81st Annual Conference of the Academy of Management.

Salvi, S. E., Ravid, D. R., & Costanza, D. P. (2022). Generational differences and generational identity at work. In H. Zacher & C. W. Rudolph (Eds.), *Age and work: Advances in theory, methods, and practice*. Routledge.

Sweeney, R., **Peng, Y., & Arenare, E.** (2021; Virtual). Student workers' financial stress and the compliance with CDC-recommended COVID-19 prevention behaviors: The roles of risk perception and work-school conflict. Poster to be presented at Work, Stress, and Health Conference. Miami, FL

STUDENT FALL PICNIC

Our doctoral students coordinated a Fall in-person picnic on the National Mall to celebrate the return of a more normal semester. Claire, Liz, Jenny, Chelsea, Abbey, Dave, Dan, Aleah, and Kira all had a great time, and four of them brought their canine companions. They forgot to take a human group picture, but here — left to right—were faithful program friends Pepita, Mochi, Levi, and Lanie enjoying a sunny Fall day in Washington DC. Can you match pet to pet parent? Answer's are upside down below.



Pepita is Maddie Romero's, Mochi is Chelsea Riccardi's, Levi is Kira Foley's and Lanie is Dave Tomzak's

SOME SUMMER UPDATES

Abbey Salvas - Abbey worked as an Intern in the Equity, Diversity, and Inclusion cluster at the Association of American Medical Colleges (AAMC) this summer. She worked on projects including a qualitative study on Black men in medicine and a study on the role of chief diversity officers in academic medicine. She also finished up her second-year project, using data from AAMC on LGBTQ physicians.

Aleah Miles - Aleah continued to develop her dissertation proposal on student outcomes associated with receiving feedback from two different career assessments. She also worked with co-authors including **Dan Ravid** and **Dave Tomczak** on a resubmission of a meta-analysis of outcomes of electronic performance monitoring. She continues to work as a graduate assistant with the Office of Survey Research and Analysis at GW, and started full-time as Survey Research Analyst on 9/1/21.

Alexa Rosenblatt - Lexi worked as a HR and People Operations intern for the Renewable Energy Buyers Alliance this summer in DC. She conducted survey research to inform Learning and Development programming and design, edited and revised employee handbook additions and reviewed literature to ensure policies were empirically supported. She also worked with Dr. Peng on a meta-analysis and on her second-year project on organizational political affiliations and the recruitment process.

Chelsea Riccardi - Chelsea began work as an associate research fellow at the U.S. Army Research Institute for the Behavioral and Social Sciences. Her work there primarily revolves around the creation and validation of non-cognitive assessments. She also continued work on the LinkedIn dataset with Madison Romero and Sarah Salvi, combining the publicly available data previously extracted from LinkedIn profiles with physical attractiveness ratings obtained from an AI software.

Daniel Ravid - This summer, Dan successfully proposed his dissertation research exploring the effects of information privacy on employee breaktime experiences. He spent the summer collecting data for his dissertation while continuing as a Research Fellow for McKinsey and Company.

Jennifer Perez – Jenny spent the summer working with Dr. Costanza on a research effort proposing a unifying model that examines the individual, cohort, organizational, and macro-environmental factors that influence individual career patterns over time. They plan to finalize the manuscript and submit it to a journal in the very near future.

Kira Foley - Kira continued work as a research fellow for the U.S. Army Research Institute for Behavioral and Social Sciences, where she focuses on two primary topic areas: ethical leadership and teams. Early this fall semester, she proposed her dissertation, which focuses on the impact of virtual work on the experience of inclusion in workgroups.

Madison Romero - Maddie worked as an Administrative Tech Specialist for the Dept of the Navy, working to streamline processes, audit training programs, and various other activities. Maddie also worked as a Talent Management Associate for a New York consulting firm called Retensa. Working alongside turnover experts, she took a hands-on role, consulting with companies on how to best attract, engage, motivate, and retain top talent through data driven insights and predictive analytics.

Sarah Savi - This summer, Sarah began as a research fellow at U.S. Army Research Institute in the Selection and Assessment Research Unit. She has started on her dissertation, which will be a follow up to her 2nd year project about gig work and motivation. Sarah, David, and Dan also got a book chapter accepted and it will be officially published in February 2022.

Taniya Harvey - Taniya spent her summer interning at the World Resources Institute where she worked with their Chief HR Officer, gaining experience onboarding interns using Jobvite and DocuSign and managing their summer internship program. She is working on a paper on graduate work life spill-over experiences during the pandemic with Dr. Offermann and former GW student Brad Pitcher.

RESEARCH DISCUSSION SERIES: ZOOM IN!

Nov. 12 12:00 p.m. (ET) - available virtually from yishengpeng@gwu.edu

Building an Integrated Talent Assessment & Development Architecture: From High Potential to the C-Suite - Presented by **Allan Church Ph.D.**



Dr. Allan Church is the Senior Vice President of Global Talent Management at PepsiCo. Allan received his Ph.D. in Organizational Psychology from Columbia University. He is a Fellow of the Society for Industrial-Organizational Psychology, the American Psychological Association, the Association for Psychological Science, and the Society for Consulting Psychology. In 2018 he received the SIOP Distinguished Professional Contributions Award in recognition of his sustained, significant and outstanding contributions to the field of I-O psychology.

The ability to identify, develop and pull high-potential talent through the leadership pipeline are critical success factors today for organizations. More than ever the hybrid work environment and resurgent war for talent require that organizations focus on both current and future capabilities needed to drive the business forward. But what are the right characteristics and capabilities needed? What measures and methods should we be using with junior, mid- and senior level leaders? Have these changed as a result of the pandemic? While definitions of leadership potential vary by organization, recent thinking on the meaning of potential is driving the field of talent management to a more integrated and holistic set of solutions. PepsiCo has been leading the way in this area by implementing a state-of-the-art multi-level integrated assessment and development (LeAD) architecture with great success. In this session Allan will focus on the origins of the LeAD program, how it's changed and expanded to become a core element of the organization's TM agenda and remains fresh, and the ways in which leaders use the data to inform decision-making. He will also discuss key learnings in applying the LeAD program from early career professions to the C-suite in the organization, from both a practice and research-based perspective.

Dec. 10 12:00 p.m. (ET) - available virtually—contact Yisheng Peng (yishengpeng@gwu.edu) for the link to join us live on the 10th

What happens when the client doesn't read the I/O Textbook? Case studies from the real world - Presented by **Brian Katz, Ph.D.**

Dr. Brian Katz is the Assistant Director at U.S. Securities and Exchange Commission. Brian received his Ph.D. in Industrial / Organizational Psychology from George Washington University.

As I/O Psychologists, we are armed with extensive knowledge on how best to support organizations that are struggling with a variety of human capital issues. However, organizations will sometimes resist (or worse, outright reject) recommended best practices by I/O Psychologists. This presentation will share stories from several projects with “reluctant clients” and give students an opportunity to discuss how they would conduct and communicate I/O initiatives for a variety of “real world” situations.

SOME THOUGHTS ON WHAT WE LEARNED FROM OUR TIME IN VIRTUAL WORK AND LEARNING

Virtual work can be a pain in the neck and back :) — *Yisheng Peng*

Thankfully, virtual learning is not an oxymoron. — *Lynn Offermann*

As for teaching in-person, masked students, I have to learn names from eyes and hair only which is quite difficult for facial-recognition challenged people like me. Regardless, I am so happy to be back teaching in-person again. — *David Costanza*

I had a virtual internship both summer 2020 and summer 2021 with the same organization. While I do feel I missed out on some of the social connection that would come from an in-person internship experience, I greatly enjoyed my work from home experiences. I appreciated the flexibility as well as the lack of commute. I definitely hope to work either virtually or in a hybrid set up for future work experiences if possible. - *Abbey Salvas*

One new addition to my work experience that didn't exist before was weekly meetings with my larger unit. My supervisor and I make up one office and meet regularly but we are in a larger unit of essentially three small offices. At the beginning of the pandemic while still working in person, we started weekly check-in meetings with the entire staff to get organizational updates regarding the pandemic, leadership changes, and similar workplace politics. I found this to be really helpful and it continued throughout the virtual work period as a way to stay in touch and ensure we were meeting our goals. After returning to in-person work, we still have these meetings that didn't exist before because we realized each individual office was missing key information or the overall supervisor was having to repeatedly share out to multiple groups. - *Ahleah Miles*

I started my internship for summer 2021 virtual, and was able to work in-person for the last month of my experience once the office opened. Having gotten experience working in both of these capacities, I definitely preferred being in the office. This is because I was new to the organization and didn't know employees well, so chatting in the break room and the kitchen helped me feel more welcome. On the first day in the office, a coworker even bought cupcakes for everyone and it was the little moments like that that made all the difference to me. Additionally, everyone working in-person was vaccinated, and we had more than enough room to work pretty spread apart, so COVID was not a huge pressing concern during my time in the building. - *Lexi Rosenblatt*

The strangest byproduct of virtual meetings is that when you finally see people in real life, they do not always look quite the same in 3D as in 2D. I've actually had a hard time recognizing people I have "met" many times. Also, no one is as tall as I expect. - *David Costanza*

WHAT HAVE YOUR EXPERIENCES BEEN ? WE'D LOVE TO HEAR FROM YOU!!

Every donor is important to our program's mission!

To contribute by phone, please contact the Division of Development and Alumni relations at 1-800-789-2611. You can also make a gift online at <https://orgsciandcomm.columbian.gwu.edu/support-organizational-sciences>. If you donate via our web site at any time, please make sure you indicate "I-O Psychology Ph.D. program" for your donation.

If your organization would like to become a sponsor, please contact David Costanza at dcostanz@gwu.edu.

Join GW Career Connect (<https://secure2.convio.net/gwu/site/R?i=73CwwFJTJdwLv9Sgo0Ccssw>)
Connect with current students and fellow alumni through our new online networking platform, the Industry Career Network on GW Career Connect, centered around 14 industry areas of interest.



2021-22 Newsletter Editors

Alexa Rosenblatt, Madison Romero
(from left to right)

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