

AWARDS...AWARDS...AWARDS

LYNN OFFERMANN APA FELLOWSHIP #3

Three's the charm? Dr. Lynn Offermann has been a Fellow of APA Division 14 (SIOP) and Division 35 (Psychology of Women) for over ten years, and was recently awarded Fellowship in APA Division 8, Social and Personality Psychology as well. Fellowship is an honor bestowed on a limited number of APA members who have shown evidence of unusual and outstanding contributions to the science and practice of psychology. She is also a Fellow of the Association for Psychological Science (APS). Congratulations, Lynn!



DR. BEHREND, NEW EDITOR OF *TIP*

As of August 2016, Dr. Tara Behrend assumed responsibility as the new editor of *TIP* (the Industrial Psychologist), SIOP's newsletter. It is SIOP's only open-access publication, now only available online. Tara has planned some exciting changes, with new columns and articles to keep us all connected, stimulated, and excited about IO psychology.

MOSEL AWARD



Congratulations to Meredith Coats, winner of this year's Mosel Award! Meredith's 2nd year project investigated implicit models of potential. The project included two studies that sought to identify implicit theories of potential as manifested in organizational settings. In the first, subjects generated descriptors of potential and in the second these descriptors were evaluated to determine if potential is a unique construct. She is currently working on a study to extend the findings by collecting additional data for confirmatory analyses.

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WELCOME NEW STUDENTS



Daniel Ravid (left) grew up in Long Beach, California and earned a B.A. in psychology from the University of California, San Diego. After spending a year in law school, Daniel decided he wanted to study stress and burnout in the workplace rather than live it. Daniel is starting work with Dr. David Costanza's research team this Fall. In his spare time, Daniel enjoys playing soccer and basketball, and is a huge Lakers fan.

Kira Foley (right) is originally from a suburb north of Boston, MA, but grew up in Wilmington, NC. She attended Bard College at Simon's Rock to receive an A.A. and then earned her B.A. in Psychology from Clark University in Worcester, MA. Her research interests in I/O are focused around workplace mistreatment, incivility, and microaggressions, especially for women and other minority groups. To explore these issues, she is joining Dr. Lynn Offermann's research team this Fall. In her free time, Kira loves to cook, swim, and is currently enjoying exploring DC!



Ahleah Miles (left) was born and raised in York, PA. She attended West Chester University of Pennsylvania and graduated in May 2016 with a B.A. in Psychology. Ahleah's research interests are leadership and diversity as well as the organizational practices of non-profit groups. In her free time, Ahleah enjoys reading, listening to music, and swimming.

GET READY FOR

SIOP 2017

APRIL 27-29 ORLANDO

EXPLORING NEW FRONTIERS



SIOP 2016 IN ANAHEIM, CA



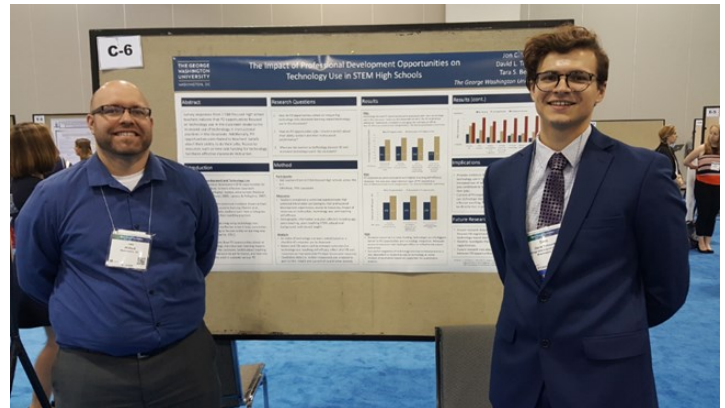
GW IO faculty and students traveled to Anaheim early this year for the 2016 SIOP Conference, contributing several poster presentations and symposia. With the SIOP deadline behind us, everyone is optimistic about another successful SIOP conference contribution. We hope to see many of you next year in Orlando!



Five “generations” of advisors, above, L to R: GW Alum Dr. Garrett Howardson, Dr. Tara Behrend (Garrett’s advisor), Dr. Lori Foster (Tara’s advisor), Dr. Mike Coovert (Dr. Foster’s advisor), and former SIOP President Milt Hakel (Dr. Coovert’s advisor) .

GWU AT APA SUMMER CONFERENCE IN DENVER, CO

Dr. Behrend, Dr. Offermann, and students Jon Wilford and Dave Tomczak represented GWU at this year’s APA conference in Denver, CO. Dr. Offermann presented an APA Invited address entitled "Now and then: Career and life outcomes of former college women leaders". The talk was based on longitudinal data collected as part of her grant from the Society for Human Resource Management regarding women in leadership positions. Jon, Dave, and Dr. Behrend presented a poster entitled “The impact of professional development opportunities on technology use in STEM high schools”, sharing the findings of GWU’s OsPri data collection and analysis. Dr. Behrend was the Division 14 Program Chair this year.



*Indicates student or alumni author.

- Brown, K. G., Howardson, G. N., & Fisher, S. L. (2016). Learner control and e-Learning: Taking stock and moving forward. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 267-291. doi: 10.1146/annurev-orgpsych-041015-062344
- Blacksmith, N.*, Willford, J.C.*, & Behrend, T.S. (in press). Technology in the employment interview: A Meta-Analysis and future research agenda. *Personnel Assessments and Decisions*.
- Credé, M., Harms, P.D., Blacksmith, N.*, & Wood, D. (in press). Assessing the validity and utility of compound trait estimates of narrow personality traits. *Journal of Personality Assessment*.
- Credé, M. & Howardson, G. N.* (in press). The structure of group task performance: A second look at the evidence for the “collective intelligence” construct. *Journal of Applied Psychology*.
- Cucina, J. M.*, & Howardson, G. N.* (in press). Woodcock-Johnson-III, Kaufman Adolescent & Adult Intelligence Test (KAIT), Kaufman Assessment Battery for Children (KABC), and Differential Ability Scales (DAS) support Carroll but not Cattell-Horn. *Psychological Assessment*.
- Horn, R.G.*, Behrend, T.S. (April, 2016). Video Killed the Interview Star: Does picture-in-picture affect interview performance? Poster presented at the 31st Annual Meeting of the Society for Industrial and Organizational Psychology. Anaheim, CA.
- Horn, R.G.*, Kaminsky, S.*, Behrend, T.S. (2016). Don't Forget to Properly Use Your Signal: Driving Down New Roads to Selection Decisions Industrial and Organizational Psychology: *Perspectives on Science and Practice*.
- Howardson, G.N.*, Karim, M.N.*, Horn, R.G.* (2016). The Latent Change Score Model: A More Flexible Approach to Modeling Time in Self-Regulated Learning. *Journal of Business and Psychology*.
- Wilford, J.C.*, Tomczak, D.L.*, Behrend, T.S. (August, 2016). The impact of professional development opportunities on technology use in STEM high schools. Poster presented at the meeting of the American Psycho-

DISSERTATION DEFENSES & PROPOSALS

Congratulations to **Nikki Blacksmith** and **Kaitlin Thomas** for successfully defending their doctoral dissertations.

Dr. Blacksmith's dissertation aimed to gain an understanding of individual differences that lead to the susceptibility to cognitive biases. Specifically, the study explored general mental ability knowledge, and decision-making style as predictors of performance on cognitive heuristics and biases tasks. Findings indicated that individual difference predictors vary based on the type of heuristic, counter to some current theories.

Dr. Thomas's dissertation explored the mechanisms through which experiences of overt and subtle sexism result in career-related and psychological outcomes for women in the workplace. Results add to a growing body of literature that suggests that subtle sexism, though mild in appearance, can accumulate to manifest in extraordinarily harmful outcomes for women in the workplace. Findings also revealed key differences in the mechanics of overt and subtle sexism in how they function to impact important outcomes and suggest that, when present in high levels, resilience.

Way to go Nikki and Kaitlin!



LAB UPDATES

After a great sabbatical as a Distinguished Visiting Scholar at the University of South Florida in Tampa, FL, Dr. **Lynn Offermann** is back at GWU as the new Organizational Sciences Department Chair. The lab welcomes new first year student, **Kira Foley**. Lynn's research team is continuing work on women leaders in the workplace with the hopes of exciting presentations and publications discussing how high potential women progress through their careers and lives.

Tara Behrend is currently a fellow at the Center for Advanced Study in the Behavioral Sciences at Stanford, so the WAVE Lab has gone virtual for the time being--which is quite apt given its content focus. **Dave, Jon, and Tara** are continuing to work on publications regarding workplace privacy behaviors, crowdsourcing, big data, and electronic performance monitoring. Tara is also working with the Stanford Cyber Initiative where she is forming new multidisciplinary collaborations relating to technology and the future of work.

David Costanza's team is off and running with new students **Daniel Ravid** and **Ahleah Miles**, and is continuing its work on generations, now examining whether events like 9/11 or the Vietnam war actually create generations. They are also empirically testing the High Potential Leadership Model. In addition, work continues on survival analysis with the Army as well as projects on potential and attrition.

DR COSTANZA INTERVIEW ON "HOW STUFF WORKS"

Dr. **David Costanza** was recently interviewed by Dave Roos from "How Stuff Works" as an expert in research on generations. The article addresses current stereotypes about Millennials and their seemingly "lazy, entitled and self-absorbed" nature. Dr. Costanza draws on his recently published study on generational differences (Costanza & Finkelstein, 2015) and suggests that, "If you look back 20, 40 or 60 years, the same pattern of differences shows up again and again [...] The youngest generation is always the least dedicated, the least satisfied and the most mobile. Twenty years ago, that was Generation X. Forty years ago, it was the boomers. Now it's the Millennials." To read more of this article you can find it at <http://now.howstuffworks.com/2016/10/20/nope-boomers-xers-dont-work-harder-millennials>. Way to go David!



RESEARCH DISCUSSION SERIES

This semester brought three very successful researchers. We heard from:



Dr. Serge da Motta Veiga, American University Kogod School of Business presented his research on examining dynamic factors involved in pre-organizational entry processes (job search and recruitment), such as the role of affect and motivation regulation. Dr. da Motta Veiga has also been asked to share his knowledge on this topic with the White House!



Dr. Herman Aguinis, GWU Avram Tucker Distinguished Scholar and Professor of Management discussed important directions for organizational research and presented his interesting findings on the distribution of performance and star performers. See our interview with him on the following page.



Dr. Garrett Howardson, President/CEO Work Science at Tuple Work Science, will join us on November 11 to present contemporary conceptualizations and methods for dimension reduction that are common in computer science and engineering. We are happy to have Garrett back in the DC area! Please join us on Nov. 11 if you can!

We look forward to more great presentations and are excited to welcome **Tammy Allen** from the University of South Florida to RDS this spring!

GWU WELCOMES DR. HERMAN AGUINIS TO FACULTY



George Washington is very excited to have Herman Aguinis join the Business School faculty this year. To welcome him, the I/O department spent some time discussing his career and what he has in store for his time at GW.

What are you most excited about doing at GW?

“One issue that attracted me to George Washington was the long history of the Business School and the I-O Psychology Program, which are both very established programs. Also, there is a tradition of doing high-quality work that also has impact – this is one of GW’s distinctive features. Policy issues, implications for practice, a desire to improve things, and the connections to people that can make things happen – these all motivate the faculty at George Washington. GW faculty want to do work that makes a difference. GW is also forward-thinking. At GW, most of the conversations are about the future and the possibilities of what the future

holds. With many other schools, the conversation is 75% about the past and 25% about the future. Being just a few blocks away from the World Bank, the IMF, the White House, and embassies from all over the world, there are opportunities to disseminate results of our research on a global scale. And we have connections to alumni that are in positions to make use of our research for the greater good.”

What are you working on right now?

“I always have several projects going at once, and those I am most excited about involve doctoral students and junior faculty. One right now concerns ‘star performers’ - a minority of individuals that produce much more than the rest of their peers. We are looking at the factors that generate these stars. We’re not just talking about individuals who look after themselves, but those who also increase the value of their units. Like in basketball, for example, star performers not only score points but also pass, which allows the team as a unit to win. So the project extends beyond individual performance, looking at how stars mentor people and help those people around them become stars as well.”

On your website, you mention conducting projects against established facts. What do you mean by this?

“If you’re familiar with the show *Mythbusters*, there are legends and stories that continually get passed on, like the existence of alligators in New York’s sewage system. And likewise, professors teach certain things we’ve learned because they were passed on from generation to generation. Take the issues of outliers. If you look at many old papers, a data point that is so many standard deviations away from the mean is usually deleted. But what if this outlier is a Bill Gates? In that case, you don’t want to delete this data point from the analysis– you actually want to study it in depth. So, we recently wrote an article in *Organizational Research Methods* that focuses on best practice recommendations for defining and finding outliers, as well as what to do with them, depending on whether or not they are errors, influential, and/or interesting data points.”

What does being the Avram Tucker Distinguished Scholar entail?

“Avram Tucker is a very close friend of the Business school, a generous man who funds good initiatives. I’m very thankful for holding this title because it entails additional support for my research and teaching activities. It gives me the additional freedom to pursue new initiatives and programs, providing more resources like time and support that allow me to pursue my goals, including reaching out, program development, and mentoring of students and junior faculty,”

Which controversial research projects are you working on?

“9 out of 10 projects that I work on are controversial in some way because they break new ground. These projects involve outliers [mentioned previously], star performers, bias in testing, what makes leadership effectiveness, and other topics. Any time you propose change in scientific conclusions, it’s difficult. Change itself is controversial, but it’s extremely rewarding to work on big ideas. It may take a while, typically one to three journals may not want to publish your work, but persistence pays off in the end.”

Which recent paper of yours was most rewarding/challenging/surprising to work on?

“Whichever paper that I’m working on at a given time, that is what I’m most excited about. Let me give you two examples. The first is regarding the prediction of GPA in college based on SAT and high school GPA, and exploring whether it is the same for blacks and whites and for men and women – you can already tell that this is a very controversial topic. What we found is that there is differential prediction for college GPA – it’s not the same across groups or colleges. This article appeared in the October 2016 issue of *Journal of Educational Psychology* and it has already received media coverage in the US and abroad, for example in AACSB’s *BizEd* magazine, *Inside Higher Ed*, and *The Daily Mail* in the UK.

A second project that comes to mind deals with organizational research methods, particularly moderation and mediation. We reviewed papers in top journals and found that the vast majority are not conducting these tests correctly – our knowledge on these two analyses are not as good as it could be. So we compiled a list of best-practice recommendations that have the potential to change the ways that these tests are done. This is an article that will be published in 2017 in *Organizational Research Methods*. Both of these articles, and others, are available on my website: <http://hermanaguinis.com>.”

What opportunities do you see for management and I-O to work together?

“There are plenty of opportunities because faculty in the Organizational Sciences, Management, and Strategic Management programs are all working on organizational issues. So the first thing that I’ve done as soon as I joined GW was to invite doctoral students in these programs to take my Fall 2016 seminar titled Foundations of Management. The curriculum includes Human Resource Management, Organizational Behavior, Entrepreneurship, and I/O Psychology. I’m hoping that the seminar will be an incubator for projects involving students and faculty from different disciplines. The goal is to solve big challenges by using a multidisciplinary lens, and this is how I teach the seminar – integrating knowledge from many different fields with different perspectives.

The seminar also has an innovative team project referred to as an evidence-based online article. Students will assemble into teams, gather evidence for a particular issue of their choosing, and translate that issue into a short article that will actually be disseminated to a very broad nonacademic audience. The idea is to have evidence-based information and provide actionable recommendations for organizational issues. It forces students to think creatively and transform the knowledge that we have created for improving the well-being of individuals, society, and the greater good. It also helps to frame future projects – students should be asking themselves, ‘Will this project be useful for someone else other than me and my vita?’”

What is something that people might not know about you?

“Well, I love music. I’ve played many instruments throughout my life, but I’ve been playing drums for quite some time. I’m a member of a band that usually plays in a public venue once a year and we play classic rock. And now that I’m in DC, I’m looking for a local band! So if anyone in the area can play guitar, bass or keyboard, they should let me know.” ...Perhaps an org-sci band is in the making??

Dr. Aguinis is always open to new opportunities, new data collection and collaboration with current students and alumni alike. If you would like to collaborate, visit his website at hermanaguinis.com and feel free to reach out to him at haguinis@gwu.edu.

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