

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

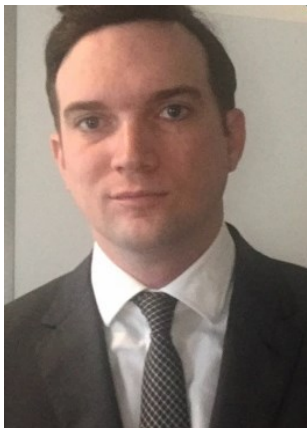
FALL 2017 NEWSLETTER

OSC HOSTS VISITING SCHOLAR FROM CHINA

The Department of Organizational Sciences and Communication is pleased to host Dr. Joanna Zhang as a visiting scholar from China this year. Joanne is a partner with The Inspire Group and will be conducting joint research with Professor Meina Liu in OSC on how communication in cross-functional teams mediate the influence of team members' implicit theories and knowledge differences on team performance. *Turn to page 7 of this issue for an interview with Dr. Zhang about what she hopes to do while she's here with us this year.*

AWARDS AND RECOGNITION

MOSEL AWARD



Congratulations to **Ryan Horn**, winner of this year's Mosel Award! Ryan's second year project, "*Video Killed the Interview Star: Does Picture-in-Picture Affect Interview Performance?*", placed participants into two conditions in which they either saw their own video feed projected in addition to the interviewer or did not see this. Masking the conditions, real interviewers judged the participants on friendliness, intelligence and conscientiousness. Findings suggested that seeing ourselves during a virtual interview does increase cognitive load, but has minimal effects on the actual performance as reported by the interviewer.

COMPREHENSIVE EXAMS

Lauren Lanzo passed her comprehensive exams this summer and is now developing her dissertation while working at the Army Research Institute.



2017 PTCMW CONSULTING CHALLENGE

In September, students participated in the annual PTCMW Graduate Student Consulting challenge sponsored by PDRI. Groups of I/O psychology masters and doctoral students from across the DC metro area competed in presenting mock proposals for a team selection and placement system. Teams with our very own **Daniel Ravid** and **Kira Foley** were awarded 2nd and 3rd place prizes (respectively) for their written proposals and formal presentations. Be sure to congratulate them when you see them at SIOP!

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WELCOME NEW STUDENTS



Grace Arnold is from Birmingham, Alabama. She attended Colby College, located in Maine, where she received a BA in psychology. She has a variety of research interests, but is drawn to leadership, workplace culture, and job efficiency and performance. With these interests, she is excited to join Dr. **David Costanza**'s lab. Grace enjoys doing yoga, needlepointing, traveling, and doing photography.

Charlotte Wright is a doctoral student in the Industrial-Organizational Psychology program at George Washington University. She graduated magna cum laude from Georgetown University with a undergraduate major in psychology. She grew up in Wyoming, but has spent the last several years living in the Washington, D.C. area. Her research interests include leadership development, specifically within the context of family-owned businesses, and the cultural and organizational changes that organizations undergo following an acquisition or merger. Outside of her studies, Charlotte enjoys horseback riding, traveling around the world and visiting new and unique restaurants.



Jerod White graduated from Penn State University in 2017 with a BS in psychology. Previously, he worked at Prometric as a test development intern, where he gained an interest in employee selection. Jerod's other research interests include technology in the workplace, group dynamics, and employee motivation. Jerod is originally from Punxsutawney, Pennsylvania and enjoys hiking, photography, and attending concerts in his free time.

GET READY FOR ...

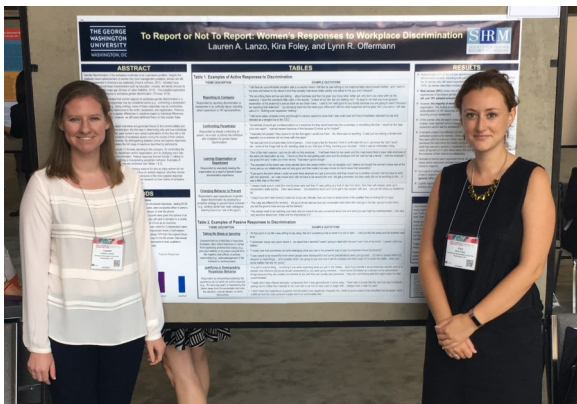


SIOP 2017 IN ORLANDO, FLORIDA



GW IO faculty and students traveled to Orlando, Florida in April to share their current research, gain exposure to new areas in the field, and network with GW alumni. We send good wishes to all who submitted for this year's conference in Chicago and look forward to seeing you there!

OTHER FEATURED CONFERENCE PRESENTATIONS



In August, fourth-year student **Lauren Lanzo** and second-year student **Kira Foley** presented their work with Dr. **Lynn Offermann** on "To Report or Not to Report: Women's Responses to Workplace Discrimination" at the 125th annual meeting of the American Psychological Association in Washington, D.C.

In November, third-year student **Dave Tomczak** presented a poster at the 2017 New Directions in the Psychology of Technology Conference in Berkeley, California, titled "Employee Performance Monitoring and Employee Reactions: An Exploratory Analysis."



SUMMER UPDATES

Ahleah Miles and **Dan Ravid** worked as graduate research assistants for the GW Office of Academic Planning and Assessment to provide feedback for the learning outcome assessment of general education courses and academic programs.

Kira Foley received a Mosel Summer Scholars Award to study the relational demography of teams and how diversity affects perceptions of similarity, liking, and inclusion in project teams. Kira also worked for Dr. **Sharon Hill** in GW's Business School on a project examining individual differences in virtual work environments.

Dave Tomczak worked as a job evaluation and classification intern at the United States Postal Service. His work involved performing job analysis of nationwide positions to gain an understanding of how the job differed based on location and organizational characteristics. He also conducted a literature review on identifying and supporting high potentials in the workplace.

Lauren Lanzo started her continuing position at the Army Research Institute. She is currently working on projects aimed at understanding leader identity and leader dyad relationships. Specifically, the projects are aimed at better understanding how leaders learn and develop from both good and bad leaders, how individuals identify as leaders, and how co-leader teams function to impact subordinates. She is also working on a project surrounding team process models.

GRAD LAB RENOVATION

The heavy summer rains were not kind to the IO Grad Lab, which flooded badly, forcing students to camp out in the 3rd floor conference room of the OSC department while their native habitat was being refurbished. Rather than risk a repeat of the flooded carpet, the department paid to have the entire grad lab newly tiled instead of carpeted. The tile is now down and landscaping and new drains are being installed to prevent additional flooding. However, just in case we get more hurricanes, room carpeting will be ordered to keep the place warm but allow for easy removal if there is future flooding. While renovating, we used the opportunity to purge the lab of many years of old textbooks, journals, and exams needing to be shredded to make more space, and a new whiteboard for the "Commons" room was installed. Stay tuned to the next newsletter for photos of the upgraded facilities.

FALL BRUNCH



Dr. **Tara Behrend** hosted the fall brunch this year where current students and faculty were able to spend a relaxing Sunday eating wonderful food and having great discussion. **Ryan Horn** was announced as the Mosel Award winner for this year and submissions for the I/O Departmental Haiku Contest were voted on. Although many contributions had a "lab makeover" theme, the winner was more academically focused. See the winning poem below:

*We've got the right stuff
Everyone's a leader here
Except great men
-Ahleah Miles*

LAB UPDATES

Dr. **Lynn Offermann**, **Kira Foley** and **Lauren Lanzo** are currently working on multiple publications regarding women's leadership and diversity and inclusion in teams. The team continues work on their longitudinal study of college women leaders, adding a new qualitative study on women's experiences of work-life balance in their early careers. In addition, the team is also working on a project examining which diversity attributes affect team members more in terms of liking and inclusion, and are learning some new statistical techniques to be able to measure team diversity in different ways. An exciting new project examining the role of political ideology in the success of leader-follower relationships has also been pilot tested and should be ready for full data collection this semester.

The WAVE lab, consisting of a mix of undergraduate and graduate students including **Dave Tomczak**, **Dan Ravid**, **Jon Willford**, and **Jerod White**, is conducting studies in two broad areas. The first has to do with the psychological effects of surveillance at work. We have a number of manuscripts in press and in progress related to this topic. The second area has to do with skills development and socioeconomic factors. We are working with several international organizations to conduct large-scale studies of vocational training initiatives. Dr. **Tara Behrend** has also recently completed work on a special journal issue, Big Data in the Behavioral Sciences; the articles for that issue are now available online.

Dr. **David Costanza**'s research lab has been steadily moving forward on a number of projects in three broad areas. David is working to initiate the Center for Adaptive Organizational Studies (CAOS) as a collaborative effort between the Army and GW. Together **Daniel Ravid** and David have continued work on generations with an empirical test of narcissism in young adults over time and a book chapter debunking generational myths created from inferences in academic literature. **Ahleah Miles** and **Grace Arnold** are working toward a few project ideas regarding high potential designation in organizations and further testing the HiPo theoretical model. In the same realm **Meredith Coats** is collecting data with undergraduates to extend her research on implicit high potential. Additionally, **Charlotte Wright** is embarking on new research in the area of family business culture, seeking out the "familiness" factor that separates them from the rest.

RESEARCH DISCUSSION SERIES



Dr. Joe Jones, director of HR Competencies and Resources Research at SHRM presented some of the membership organization's recent efforts in thought leadership surrounding issues most important to HR professionals. A most recent study using mixed methods explored the career paths of HR professionals and the type of education and experience those hiring for HR desire. Stay tuned for an announcement about future RDS meetings in the Spring semester.



REVELATIONS FROM STANFORD: AN INTERVIEW WITH DR. TARA BEHREND



Can you tell us a little bit about why you went to Stanford last year and what you were working on while you were there on sabbatical?

I was a Fellow at the Center for Advanced Study in the Behavioral Sciences. This is a social sciences research center that has existed since the 1950s. Its mission is to advance human welfare by generating knowledge for the maximum benefit of individuals and society. Fellows come from across the social sciences -- e.g., sociology, psychology, law, economics, and philosophy. Forty fellows are invited each year. We each have individual projects, such as finishing a book, that we bring with us to the center. We also collaborate on issues that we find mutually interesting. For instance, a group of fellows last year started a "causality" reading group. I was there to work on two book projects, and a workshop that I hosted in June.

Would you consider the Center for Advanced Studies in Behavioral Sciences at Stanford a think tank? What was your role as an I/O psychologist?

I would not describe it as a think tank -- those generally have more specific goals and aims and outputs. This is a fairly unique model. Other places that use this residential fellowship model are the Institute for Advanced Study at Princeton or the Max Planck Institute in Munich. So, I wasn't really there to "represent I-O" per se. I was, though, able to share some of our theory and methods with other fellows and do some educating about what I/O is all about.

How do you think interdisciplinary work can benefit the I/O field?

We are appallingly sheltered in many ways and tend to see ourselves as superior. This means that we are ignoring some very valuable tools and ideas from other fields. There is no problem worth solving that requires only one way of thinking. To believe otherwise is arrogant. Specifically, I-Os tend to be very good at asking the wrong question but answering it very precisely. Other disciplines can help us broaden the kinds of questions we ask.

What was the best part about living in California?

I loved going for walks in the hills every afternoon. The ocean was also nearby. And the abundance of amazing produce everywhere was pretty great.



VISITING SCHOLAR: DR. JOANNA ZHANG

What are you most excited about doing at GW?

I am indeed very excited about visiting the department, as it has exactly what I was looking for. I have strong interests in both communication and I/O psychology, since my educational background is in communication and most of my coaching/consulting work is closely related to psychology. I was also looking for an academic department in which the faculty members are also active in coaching and consulting work. So, in those senses, the OSC Department at GW has all that I need. And that's why it's really exciting for me to be here. I really look forward to many interactions and exchanges with faculty and students in the department.

What are you working on right now?

I am working on how to enhance effectiveness in cross functional cooperation. When the business environment is so dynamic and uncertain, organizations today count more and more on flexible project teams to adapt to market needs and often those teams include members from different functions. Cross-function cooperation is becoming more critical for business success yet it is also always very challenging. I gave trainings and workshops in this area for several years in China with a nine-condition framework as a guiding structure. The framework is mainly based on findings in psychology and it has been proven to be very practical and helpful for organizations I work with. I expect to explore more in this area, particularly from the perspective of communication. I genuinely hope the evidence-based research findings will enable me to help my clients more when they work in cross-functional project teams.



What other research or consulting topics are you most interested in?

Apart from cooperation, I do a lot of work in leadership development and I am particularly interested in helping leaders to understand who they are, that is, a dialogue with self-first before leading others. I believe they need to be in touch with themselves (inner values, sources of energy, emotions, etc.) before they can be really in connection with others. I think authenticity is a fundamental part of leadership and deeper level insights about the self is critical for leadership development. I have been applying a self-exploration theory called Dialogical Self Theory in the leadership development journeys I designed for my clients. It's been proven to be very helpful in terms of leading to real breakthroughs. In addition, regarding my methods of intervention, I focus on behavior change. In working with senior business leaders, to see real behavior change is oftentimes the most challenging part of learning. I enjoy that part very much. I understand that in our department several faculty members are also very interested in adult learning/training. I look forward to more exchanges in that regard too.

What does being a visiting scholar entail?

I always believe in interdisciplinary exchanges and collaboration, as in my work, I benefited almost equally from research findings in both communication and psychology. For example, in helping business leaders to make breakthroughs in their leadership styles, sometimes I work at the level of communication skills and behavioral patterns; other times I count on psychology tools to lead to deeper level self-reflections. Therefore, interdisciplinary dialogues are always stimulating for me.

What is something that people might not know about you?

I really enjoy interactions with different cultural groups and I see myself as a global person. I lived and worked in the United States for 10 years before. In my training, I often work with business leaders from China and different APAC countries, as well as expatriates in Asia. I also often co-facilitate workshops with psychologists from Europe, mainly the Netherlands and Germany. Of course, I hope to meet new and interesting people here at GW too.

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By phone by calling the GW Annual Fund at [1-800-789-2611](tel:1-800-789-2611).



2017-2018 Newsletter Editors

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(from left to right)

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