— DEPARTMENT OF ORGANIZATIONAL SCIENCES & COMMUNICATION —

INDUSTRIAL–ORGANIZATIONAL PSYCHOLOGY

FALL 2018 NEWSLETTER

WE'RE HIRING!

The Department of Organizational Sciences and Communication is pleased to say we are hiring a new I/O faculty member to join our department next fall, pending budgetary approval. The position is for an assistant professor, with no constraint on their specialty area within I/O. Keep an eye out for upcoming presentations from our candidates!

AWARDS AND RECOGNITION

MOSEL AWARD

Kira Foley's second year project examined the effects of employees' perceived political alignment with their leader on establishing high leader-member exchange, job satisfaction and lower job-related stress. Her study found that employees' alignment with their leader is positively related to job satisfaction and negatively related to job stress. This relationship was mediated by the quality of leader-member exchange and moderated by an individual's race and gender.

Dave Tomczak's second year project observed the relationship of perceived organizational support for innovation (POS-I) on teacher technology behaviors and student learning behaviors using teacher responses to needs assessments questionnaires in a low-resource school in a northeastern school district. His study found that support for innovation leads to greater teacher technology behaviors and ultimately better student learning behaviors, underscoring the importance of consistent leadership and vision for technology use in low-resource schools.

COMPREHENSIVE EXAMS

Dave Tomczak passed his comprehensive exams last spring and is currently in the beginning stages of his dissertation while working at Aon Assessment Solutions.

2018 PTCMW CONSULTING CHALLENGE

In October, **Jerod White** participated in the fifth annual PTCMW Graduate Student Consulting Challenge sponsored by Aon. His team was awarded first place for their written proposal and formal presentation.

INSIDE THIS ISSUE:

Recent Publications

Behrend, T. S. & Landers, R. N. (2017). The Wicked Problem of Scholarly Impact. *Industrial and Organizational Psychology*, *10*(4), 602-605.

Behrend, T. S., & Ravid, D. M. (in press). Lost in the crowd: Crowdsourcing as a research method. In R. N. Landers (Ed.) *Cambridge Handbook of Technology and Employee Behavior*.

Behrend, T. S., & Tomczak, D. L. (2018, July). Easy Data Won't Solve Hard Problems. *Medium*.

Blacksmith, N., Behrend, T. S., Dalal, R. & Hayes, T. (2018). General Mental Ability and Decision-making Competence: Theoretically Distinct but Empirically Redundant. *Personality and Individual Differences*.

Blacksmith, N., Yang, Y., Ruark, G., & Behrend, T. S. (2018, July). A Validity Analysis of the Cognitive Reflection Test Using an Item-Response-Tree Model. In *Academy of Management Proceedngs* (Vol. 2018, No. 1, p. 18090). Briarcliff Manor, NY 10510: Academy of Management.

Costanza D. P., Badger, J. M., Brown, A. R., & Severt, J. B. (2017). A review of analytical methods used to study generational differences: Strengths and limitations. *Work, Aging and Retirement, 3(2),* 149-165.

Costanza, D. P. (2018, April). Can We Please Stop Talking About Generations as if They Are a Thing? *Slate.*

Costanza, D. P., & Finkelstein, L. M. (2017). Generations, Age, and the Space Between: Introduction to the special issue. *Work, Aging and Retirement, 3(2),* 109-112.

Costanza, D. P., Finkelstein, L. M., Imose, R. A., & Ravid, D. (in press). Inappropriate inferences from generational research. *The Cambridge Handbook of the Changing Nature of Work.*

Dubrow, S., Behrend, T. S., & Emich, K. J. (in press). I think you can: Transpersonal efficacy in teams. *Journal of Managerial Psychology*.

Finkelstein, L. M., Costanza, D. P., & Goodwin, G. F. (2018). I-O psychologists can help make sure your HiPos aren't NoPos. *Industrial and Organizational Psychology, 11*, 257-261.

Finkelstein, L. M., Costanza, D. P., & Goodwin, G. F. (2018). Do your high potentials have potential? The impact of individual differences and designation on leader success. *Personnel Psychology*.

Hill, N. S., Offermann, L. R., & Thomas, K. R. (2018). Mitigating the detrimental impact of maximum negative affect on team cohesion and performance through face-to-face communication. *Group & Organization Management.*

Horn, R. G. & Behrend, T. S. (2017). Video killed the interview star: Does picture-in-picture affect interview performance? *Personnel Assessment and Decisions, 3* (1).

Horn, R. G., Kaminsky, S. E., & Behrend, T. S. (2017). Don't forget to properly use your signal: Driving down new roads to selection decisions. *Industrial and Organizational Psychology: Perspectives on Science and Practice. 9 (*3), 666-671.

Landers, R. N. & Behrend, T. (2017). When Are Models of Technology in Psychology Most Useful? *Industrial and Organizational Psychology*, *10*(4), 668-675.

Offermann, L. R., & Coats, M. (2018). Implicit theories of leadership: Stability and change over two decades. *The Leadership Quarterly*, *4,* 513-522.

Offermann, L. R., & Lanzo, L. A. (in press). Team inclusion: The case for early intervention. In B. M. Ferdman, J. Prime, & R. E. Riggio (Eds.) *Inclusive leadership: Transforming diverse lives, workplaces, and societies*. Routledge.

Tomczak, D. L. & Behrend, T. S. (in press). I spy: A research agenda for the study of workplace surveillance and privacy. In R. N. Landers (Ed.) *Cambridge Handbook of Technology and Employee Behavior.*

White, J. C., Behrend, T. S., Siderits, I. (in press). Changes in technology. In B. J. Hoffman, M. Shoss, & L. Wegman (Eds), *The Cambridge Handbook of the Changing Nature of Work.*

WELCOME NEW STUDENTS

Sarah Salvi entered the Industrial-Organizational Psychology program at the George Washington University in 2018 after graduating from Flagler College with a BA in psychology. Sarah's research interests include employee motivation, job performance and employee well-being. In her free time, Sarah enjoys dancing, hiking and kickboxing.
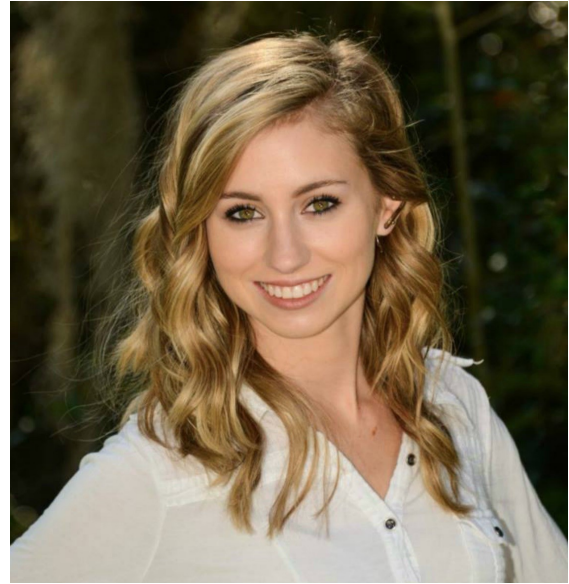
Brad Pitcher joined the Industrial-Organizational Psychology program at the George Washington University after receiving his bachelor's degree in psychology from Wheaton College in the suburbs of Chicago. The summer following his junior year, Brad had a human resources internship with Make-A-Wish America, which was the experience that drew him to the field of I-O. There he gained an interest in topics like occupational health psychology, organizational citizenship behavior, occupational stress and employee motivation and satisfaction—all of these within the specific context of nonprofit organizations. In his free time Brad loves being outdoors, specifically skiing and hiking. Additionally, he loves reading history, watching sports and attending concerts.

Taniyia Harvey joined the Industrial-Organizational Psychology doctoral program in 2018 after receiving her BA in psychology at the University of Maryland. Taniyia's research interests include: workplace discrimination against minorities and women, leadership, selection and training. Taniyia has previously interned with the National Community Reinvestment Coalition (NCRC) as a testing coordinator conducting research on discrimination in the banking industry. Taniyia is originally from the D.C. Metro area and in her spare time enjoys reading romance novels, writing poetry and spending time with family and friends.

SUMMER UPDATES

Ahleah Miles served as an HR analyst intern for the Johns Hopkins University Applied Physics Lab conducting predictive analyses on resume and transcript variables for the purpose of providing recommendations for their selection system. Additionally, she provided support to the ORSC department and the Office for Academic Planning and Assessment in the review of program and course assessments.

Dan Ravid spent the summer working on a project team funded by Dr. Behrend's research lab. They examined teacher and student perceptions, reactions and attitudes about the utility and efficacy of virtual reality training in career and technical education.

Dave Tomczak worked as a products and analytics associate with Aon Assessment Solutions where he supported projects regarding personality, simulation and game-based assessments.

Jerod White worked as a test development intern at Prometric in Baltimore, MD. His work involved performing a job analysis of the test developer position to better understand job characteristics across the organization's U.S., Ireland, and India offices.

Kira Foley begun work as a research fellow at the U.S. Army Research Institute for Behavioral and Social Sciences (ARI), in the Foundational Science Research Unit. Her research at ARI focuses on leadership development as well as personnel testing and performance, including projects on toxic leader behavior, ethical leadership in military contexts, and intra-individual variability in personality across time.

Lauren Lanzo worked at the Army Research Institute, where she was involved in projects on team leadership and leader development, which included working to validate a leader development tool.

PATIO RENOVATION AND ICE CREAM SOCIAL

This summer, Dr. **Lynn Offermann** renovated our once overgrown patio to a beautiful urban escape. We celebrated our new space with an ice cream social for the Department of Organizational Sciences and Communication.

FALL BRUNCH

Dr. **Tara Behrend** hosted the fall brunch in her new faculty in residence apartment in District House. Current students and faculty spent a rainy Sunday eating wonderful food and having great discussion. **Dave Tomczak** and **Kira Foley** were announced as this year's Mosel Award winners.

LAB UPDATES

The WAVE (workplaces and virtual environments) lab's undergraduate and graduate students have been working with Dr. **Tara Behrend** on a variety of projects that investigate how people learn, interact and perform with digital technologies. **Jon Willford**, **Dave Tomczak**, **Dan Ravid**, **Jerod White**, and **Brad Pitcher** have been studying the psychological effects of employee surveillance, and they have several manuscripts in progress related to this topic. In addition to our surveillance work, our lab members are also studying virtual reality in STEM fields, transparency of decision-making algorithms and attributions in virtual interviews.

Dr. **David Costanza**'s research lab recently underwent some brainstorming for its official name and is now the Study of Hard Organizational Problems (SHOP) lab! David submitted the proposal for the Center for Adaptive Organizational Studies (CAOS), which would result in a collaboration between GW and ARI. We should know more next semester on final approval and next steps. **Dan Ravid**, **Ahleah Miles**, **Grace Arnold**, **Charlotte Rossetter** and **Sarah Salvi** have been working with David on a variety of projects studying generations, incivility within organizations, high potential employees, selection in family firms and knowledge sharing, respectively

Dr. **Lynn Offermann**, **Kira Foley**, **Taniyia Harvey** and **Lauren Lanzo** are currently working on multiple publications regarding women's leadership and diversity and inclusion in teams. Lauren has begun work on her dissertation, which focuses on co-leadership of military teams. Current projects stemming from a longitudinal study of college women leaders include a qualitative interview study on how women differ in their responses to experiences of gender discrimination and sexual harassment in the workplace, and a study on how trends in young women's attitudes towards leadership differ across two cohorts of college women leaders, one surveyed in 1985 compared to another group surveyed 30 years later in 2015. In addition, the team continues work on projects examining how demographic diversity affects team inclusion and performance over the course of a team's life, how diverse political ideologies in the workplace impact leader-follower relationships, and why women and minorities stay in organizations when faced with discrimination.

RESEARCH DISCUSSION SERIES

Dr. Kevin Wilson, senior data scientist in the Lab @ DC, presented on his partnership with the Metropolitan Police Department to improve steps in their recruitment process. In an A/B test of their previous web form and a simplified version, they saw significantly less attrition at that point in the process. Similarly, using a randomized experiment, they measured the varying effect different pieces of direct mail had on recruit interest, finding that images of female officers and certain behaviorally informed messages led to significantly higher rates of interest. We enjoyed learning about his work at The Lab @ DC!

THE LAB @ DC

SIOP 2018 in Chicago, IL
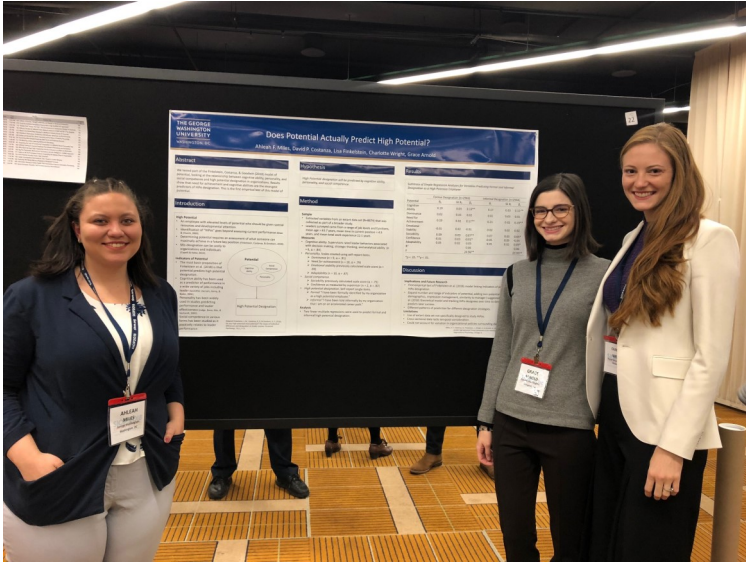
Ahleah Miles, Grace Arnold, & Charlotte Rossetter at their poster session

Nawaf Alabduljader, Ravi Ramani, Ted Harrington, & Meredith Coats at the GW SIOP Reception

Jeff Stanton, Dr, Behrend, Laurel McNall, Wayne Cascio, John Aiello, & Dave Tomczak at their panel discussion

Taniyia Harvey, Jerod White, & Kira Foley at the GW SIOP Reception.

Jerod White, Dan Ravid, Sam Kaminsky, Jon Wilford, Dr. Behrend, Dave Tomczak , & Ryan Horn at the annual I-O tech lab meet up

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

FROM LAB TO LAW: AN INTERVIEW WITH DR. TARA BEHREND

Can you tell us a little about your recent projects related to policy change?

I recently participated in a series of meetings with members of congressional committees whose work is relevant to I-O psychology. These included the Senate Committee on Commerce, Science, and Transportation; the House Education and the Workforce Committee; and the House Science, Space and Technology Committee's Research and Technology Subcommittee. During the meetings, I spoke with members and staff about research related to scientific, technological and economic opportunities in the United States. I shared recent work from our WAVE lab in addition to I-O research in areas such as human–technology interactions and artificial intelligence.

I also represented SIOP at the annual Coalition for National Science Funding (CNSF) Capitol Hill Exhibition. The goal of the exhibition is to highlight relevant research for Congress members so that they continue to fund NSF research. SIOP participates in order to advocate for its members and inform Congress about the work that SIOP is doing. I-O psychologists have a useful skillset, and we use this exhibition as an opportunity to demonstrate how our skills can advance policy.

Another meeting I was involved in was the OMB's Federal Workforce Symposium which was held to highlight the President's Management Agenda. According to WhiteHouse.gov, "The President's Management Agenda lays out a long-term vision for modernizing the Federal Government in key areas that will improve the ability of agencies to deliver mission outcomes, provide excellent service, and effectively steward taxpayer dollars on behalf of the American people." The meeting provides an opportunity for various stakeholders to hear about what's being done and offer expertise on topics such as information technology, data and transparency and the people of our workforce. It is important for I-O psychology to have a voice in these meetings regardless of one's personal politics, so I was happy to attend.

What is the most rewarding part of being involved with policy work?

My goal as an academic is to do research that has a real-world impact. Academic work can be a bit abstract at times—we can't always point to a specific person whom our work has helped. Still, we should all be thinking about how what we do matters and impacts society. As academics, we can do a better job of translating research to policy. The danger is that we may sometimes feel inclined to base policy on poorly conducted research or from a single study. We should instead start by asking ourselves what we know really well as a field, and use that research base to guide policy. I've found it very rewarding to use not only my own personal research but also that of the entire I-O community to educate policymakers and business leaders.

What role should I-Os play for informing policy?

I-O research often intersects with other fields, so I-Os should be working closely with professionals from other disciplines to advance policy. With my colleagues Fred Oswald and Lori Foster, I recently completed editing a SIOP Frontiers book that seeks to bring together researchers and other professionals working in economics, policy, sociology, education, psychology, industry and nonprofit sectors. Across all of these areas, we asked authors to reflect on the question, "What should workforce policy look like in the future?" People clearly have different perspectives in their responses to this question. My hope is that this book will give a common language for both I-Os and those in other disciplines to discuss these ideas.

Dr. Behrend photographed with Congressman Leonard Lance. She represented SIOP at its booth during the Capitol Hill Exhibition of the Coalition for National Science Funding (CNSF).

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behrend@gwu.edu

We are considering going paper-less for the newsletter next year. Please fill out a brief survey about whether you prefer us to be paper-less or continue mailing out the newsletter at:

https://goo.gl/forms/xZn5cK5vyQoAaq0d2

2018-2019 Newsletter Editors

Charlotte Rossetter, Grace Arnold, Jerod White (from left to right)

THE GEORGE WASHINGTON UNIVERSITY
Department of Organizational Sciences & Communication
600 21st street
Washington DC, 20052

THE GEORGE WASHINGTON UNIVERSITY