

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

SPRING 2016 NEWSLETTER

TARA BEHREND NAMED 2016 CASBS FELLOW



Tara Behrend has been named a 2016 Fellow at the Center for Advanced Study in Behavioral Sciences at Stanford University. Founded in 1954, CASBS's mission is advancing human welfare by generating knowledge for the maximum benefit of individuals and society.

This highly prestigious fellowship entails a year-long residency at the Center, during which she will collaborate with 37 other Fellows from social sciences disciplines. She is one of four fellows representing the field of psychology, and the first I-O psychologist to be selected for this honor. Past recipients of the fellowship include 25 Nobel Prize laureates, 23 Pulitzer Prize winners, 51 MacArthur Fellows, and 146 current members of the National Academy of Sciences, most of whom came to the Center at crucial, often early, stages in their careers. Many of the most highly cited books in the behavioral sciences were completed at CASBS.

Dr. Behrend will spend her fellowship year working on a project related to workplace privacy and surveillance. She is looking forward to this experience but will miss everyone

at GW while she's away. Luckily, skype will permit seamless progress on all her east coast collaborations.



I-O PROGRAM HOSTS LORI FOSTER



Professor Lori Foster from North Carolina State University spoke to the GW community in February. Lori is currently living in DC and working as a Fellow in the White House's Social and Behavioral Sciences

Team. She spoke about her wide-ranging work on the intersection of I-O psychology and international development and issued a call to action for all students, researchers, and practitioners to think about how they can contribute to solving the world's most urgent problems.



SIOP PRESENTATIONS Bold indicates student or I-O alumni presentation

- Behrend, T. S. (chair). Using I-O to make a global impact (panel).
- Behrend, T. S. (discussant). Modern tools and samples for the ubiquitous workplace survey. (symposium)
- Behrend, T. S., & Oswald, F. O. (chairs). The “skills gap” and workforce readiness: Implications for talent management. (symposium)
- Behrend, T.S., **Kaminsky, S.E., Tomczak, D.**, & Peters Burton, E. How do innovative high schools support the acquisition of 21st century skills? A multiple instrumental case analysis. In **Willford** & Behrend (chairs) Why do 21st century skills matter to I-O psychologists?
- Blacksmith, N.**, Behrend, T.S., Dalal, R.S., & Hayes, T.L. *g* explains individual differences in decision-making competence. In X.S. Zhu & D.L. Dalal (CO-Chairs) Cross-Fertilizing JDM and IOOB: Advances in Applied Judgment and Decision Making. (paper)
- Blacksmith, N., Coats, M.R.**, & Yang, R.F. Theoretically modeling the personality-performance relationship at narrow levels. (poster)
- Crede, M., Harms, P.D., **Blacksmith, N.**, & Wood, D. The validity of compound trait estimates of narrow personality traits. (poster)
- Estrada, A., Harbke, C., & **Severt, J.** Antecedents and outcomes of employee perceptions of inclusion at work (paper)
- Fraser, R.** Contemporary issues in occupational credentialing (panelist).
- Landers, R. N., & Behrend, T. S. (chairs). IGNITE Debate: Should we trust or avoid online convenience samples?
- Luchman, J, & **Howardson, G.** (chairs). Toward a more flexible, real data relative importance analysis (symposium)
- Howardson, G.** Analytics: A uniquely I-O perspective (panelist).
- Lanzo, L.**, & Offermann, L. R. *Team inclusion over time: Patterns and outcomes.* (poster)
- Horn, R.G.**, Behrend, T.S. Video Killed the Interview Star: Does picture-in-picture affect interview performance? (poster)
- Howardson, G., Karim, M.N., Horn, R.G.** Methodological Framework for Studying 21st Century Skill Processes. (paper)
- Yost, A. B.**, & Costanza, D. P. *Using Person-Variable Hybrid Techniques to Predict Leadership Effectiveness*

APA, AERA AND APS PRESENTATIONS

- Howardson, G., Karim, M.N., Horn, R.G.** (May, 2016). Time for Some Construct-Valid Meanings of Time: Perspectives from Multilevel Modeling Methods and Organizational Theory. Poster to be presented at the 28th Annual Meeting of the Association for Psychological Science. Chicago, IL.
- Nichols, J., Blacksmith, N.**, & Behrend, T.S., (2016). Exploring predictors of internship satisfaction: Perceived fit and interest fit. Poster presented at the 28th Association of Psychological Science, Chicago, IL.
- Willford, J. C., Tomczak, D.**, Behrend, T. S. (August, 2016). The impact of professional development opportunities on technology use in STEM high schools. Poster to be presented at the meeting of the American Psychological Association, Denver, CO.

Behrend, TS (April 2016). Using data analytics to optimize student feedback and support delivery . Presidential Symposium: Privacy and Ethics in Cyberspace. Invited presentation to the American Educational Research Association Annual Convention, Washington DC.

PRACTICUM COURSE



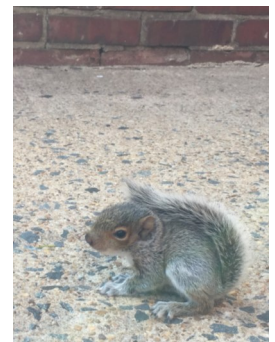
Dave, Lauren and Emily are putting their I-O skills to use this semester in an Advanced Selection practicum course offered by Dr. Behrend. In the course, students are learning to administer focus groups, conduct a job analysis, devise a selection strategy, evaluate validity, and deliver professional presentations. Their client this semester is a large scientific organization that hires 500 engineering graduates each year.

If your organization would like to take advantage of this GW talent for the next practicum course, please let us know!

WHAT'S NEW IN THE STUDENT LAB SPACE?



It's been an unusual semester in the lab; beginning with the historic snowstorm in January that completely buried the entrance to the lab! The lab also had some adorable visitors this spring, in the form of two baby squirrels. Students named the tiny guys "Locke" and "Latham."



PUTTING I-O TO WORK IN THE COMMUNITY: MLK DAY OF SERVICE EVENT

Joe's Theater Tech Program (TTP) is a workforce development initiative that provides at-risk youth, ages 16-24, with basic training in technical theater operations and digital media. Participants also receive critical support with academic assistant, college exploration, life skills coaching and employability skills toward a successful future. The program was created in 2008 in response to the high unemployment rate in Prince George's County, MD where 74% of youth ages 16-19 and 36% of young adults ages 20-24 are jobless. TTP embraces youth most at risk of dropping out of high school by providing one-on-one supports, mentoring, and a belief in their abilities. While in TTP, they receive technical training, academic support, post-secondary exploration, and work-readiness skills.



During our day of service, GW I-O students assisted Joe's in implementing data management tools to better serve their students.

PUBLICATIONS, KUDOS, AND RECOGNITION

Tara Behrend is the incoming Editor in Chief of The Industrial-Organizational Psychologist (TIP).

Behrend, T.S. (2016, February). *The human side of big data analytics in the workplace*. Invited talk, Department of Management, Virginia Commonwealth University.

Behrend, T. S. (2016, May). *The responsible use of crowdsourcing in psychological research*. Invited talk, Association for Psychological Science, Chicago IL.

Costanza, D. P. (2016, February). *Millennial myths and generational differences at work: Fact or fiction?* Invited keynote address at the 2016 MITX Training & Career Development Summit. Cambridge, MA.

Costanza, D. P. (2015, November). *Generations, rolling generations, and age: A conceptual investigation*. Presentation at the Age in the Workplace Meeting 2015, Limerick, Ireland.

Costanza, D. P., **Blacksmith, N. & Coats, M. R., Severt, J. B.,** and DeCostanza, A. H. (2015). The effect of adaptive organizational culture on long-term survival. *Journal of Business and Psychology*. (DOI) 10.1007/s10869-015-9420-y

Costanza, D. P. (in press). *Funding Sources for Industrial Organizational Psychology Research*. The Encyclopedia of Industrial and Organizational Psychology, 2nd edition (S. Rogelberg, Ed.). Sage.

Karim, M.N., Willford, J.C., & Behrend, T.S. (in press). Big data, little individual: The human side of big data. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

Howardson, G. N., & Behrend, T.S. (in press). Coming full circle with reactions: Understanding the structure and correlates of trainee reactions through the affect circumplex. *Academy of Management: Learning and Education*.

Howardson, G. N., & Behrend, T. S. (in press). I think I can, but why? Assessing the sources of pre-training self-efficacy: development and validation of a new measure. *International Journal of Training & Development*.

Hooshangi, S., **Willford, J. W., & Behrend, T. S.** (2015). Self regulated learning in transfer students: A case study of non-traditional students. *Proceedings of IEEE Frontiers in Education*, 1-5.

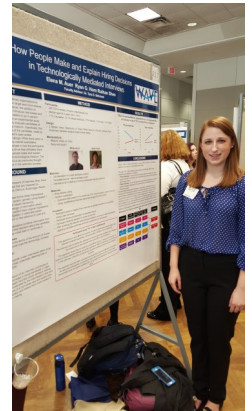
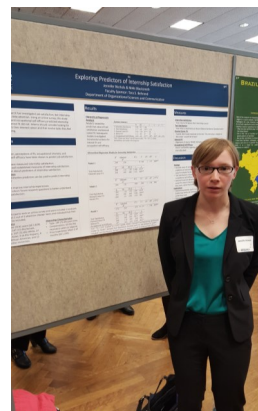
Offermann, L. R. (March, 2016). *Now and then: Career and life outcomes of former college women leaders*. Invited address, University of South Florida

Offermann, L. R. (2016, Spring). Appointed as Distinguished Visiting Scholar, University of South Florida, on sabbatical

Wiebe, E. N., Thompson, I., & Behrend, T. S. (2015). MOOCs from the viewpoint of the learner: A response to Perna. *Educational Researcher*, 44, 252-254.

UNDERGRADUATES PRESENT AT GWU RESEARCH DAYS

I-O psychology undergraduate students presented their work at GWU's annual Research Days event. Jennifer Nichols (left) presented work on the predictors of internship satisfaction that was the result of her independent Luther Rice Fellowship, supervised by Dr. Behrend and Nikki Blacksmith. Elena Auer (right) presented work about rater biases in online interviews that stemmed from a collaborative effort with WAVE lab members. Judges were impressed with both students, and Jen took home the 2nd place prize for the Social Sciences division! Elena and Jen are both graduating this year. Elena plans to join a doctoral program in I-O psychology in the fall. Good luck to both of you!



RESEARCH UPDATES

DR. BEHREND'S WAVE LAB

The WAVE team is working on projects related to two themes: video interviews and digital privacy and surveillance. Our video interview projects are thick in the midst of data analysis and should be coming together for publication soon. Our ongoing privacy work is at several phases and will also be the focus of Dr. Behrend's CASBS fellowship. We are also happy to announce that the lab's two senior undergraduate members have been accepted to doctoral programs and will begin in the fall!



DR. COSTANZA'S LAB

David's research group is working on several projects, most notably the grant from the U.S. Army Research Institute that is studying the use of survival analysis in organizational settings. Having received two data sets from the Army, the team has been spending time cleaning and organizing the data and is getting ready to run primary analyses. There are several manuscripts in progress that will be included in the final technical report as well as submitted to journals. The group is also continuing its work on generations projects including one paper on analytical methods that have been used in generational research that was recently submitted for publication and another on generational theories that is in the final pre-submission stages. The team is working on several other projects including a book chapter on the use of sports organizations as analogs for organizational phenomena and several efforts focusing on high-potential leadership.

DR. OFFERMANN'S LAB

Lynn has been enjoying her sabbatical this Spring as a Distinguished Visiting Scholar at the University of South Florida in Tampa, FL, networking with IO colleagues in both Psych and Management there. She says she did not miss our massive February snowstorm at all! Lynn's research team is continuing our exciting research on women leaders in the workplace. Over the past year and a half we collected rich qualitative data by interviewing women who attended the first National Conference for College Women Student Leaders in 1985 and we are working on coding and analyzing the data. Thanks to virtual technology, we've been able to continue the work unabated with Lynn in FL. The lab is also working on projects exploring team diversity and processes by examining team inclusion and dyadic relationships within teams. Additional work on implicit leadership theories and time use at work continues as well.

BIG DATA AND GLOBAL DEVELOPMENT



Professor Behrend traveled to Tunisia in December to meet with officials from UNESCO, the Tunisian Ministry of Employment, and the Observatoire National de l'Emploi et des Qualifications. She discussed the potential of big data for addressing challenges relating to youth unemployment in the country. A number of public and private organizations have invested in this idea and will be working over the next years to make it a reality. I-O psychology took center stage, as resources such as O*NET were a focus of the discussion.



ALUMNI GATHER AT PYTC/MW FALL EVENT



Students and alumni chatted at the PTC/MW annual Fall event. The event featured a student consulting challenge, organized by GW's Nikki Blacksmith. In the event, student teams comprised of students from multiple universities competed to solve a real consulting problem posed by a client. A panel of judges evaluated each team. This is the second year that GW has competed in the event.



RESEARCH DISCUSSION SERIES

This semester brought four fantastic RDS sessions with well-respected and successful researchers—two of whom happen to be I-O alumni! We heard from:

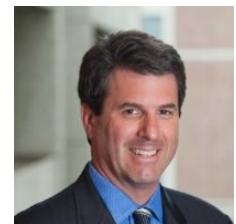
Andy Cohen, GWU Department of Management

Deborah Whetzel, HumRRO

Rebecca Fraser, US Office of Personnel Management

Philip Walmsley, US Customs and Border Protection

Topics ranged from situational judgment tests to networks and all things in between. We look forward to another fantastic lineup in Fall 2016: if you are interested in participating, let us know!



CONGRATULATIONS DR. SEVERT!



Congratulations to Jamie Severt, who has successfully defended his dissertation! Jamie collected data from 66 baseball teams to examine issues of cohesion and performance. He found that leaders can positively influence team cohesion through their behavior, and in doing so can improve their team's performance. Jamie's committee consisted of Professors Costanza, Offermann, and Behrend, Dr Jay Goodwin and Dr Arwen DeCostanza of the Army Research Institute. Jamie is seen here in action at his defense!

Jamie is currently working as a Consortium Fellow at the Army Research Institute, where his work also examines cohesion in Army units.

MEET THE FACULTY: PROFESSOR NILS OLSEN

Nils Olsen is an Assistant Professor of Organizational Sciences. He has been at GW since 2001, teaching courses in Extreme Decision-Making, leading the Org Sci program, and generally brightening the halls of 600 21st St NW. Below are five facts you may not know about Nils:

1. Nils' family hails from Copenhagen, Denmark, where he recently led students on a 10-day study tour
2. He and his brother Hans played division 1 tennis as undergraduates
3. Nils has conducted research with the 2012 Olympics Organizing Committee (LOCOG) in London
4. His work is featured in the NYT bestselling book, *Predictably Irrational*
5. He does professional voiceover work and can be heard as the voice of GW's 24 hour IT support hotline (202 994 8096)



COOL JOB: KAITLIN THOMAS, I-O PSYCHOLOGIST AT RIOT GAMES



Kaitlin has been working as an I-O Psychology Researcher at Riot Games, a video game developer company in Los Angeles, since June 2015. Riot is a unique organization comprised of mostly gamers who blend hard work with plenty of fun and games. Over the past several months, Kaitlin has led and been a part of several studies and projects including revamping the annual Global People Survey, redesigning the performance review process, validating the



selection process, and developing performance feedback tools for managers and product owners.

We hope they use lots of games in their assessment strategy!



Every donor is important to our program's mission!

Gifts to the I-O Psychology Ph.D. Program allow us to provide support for faculty and student research and travel, graduate student fellowships, and academic enrichment activities including guest speakers, visiting faculty, and symposia.

Your gift to the I-O Psychology Ph.D. Program will be considered a part of *Making History: The Campaign for GW*, a comprehensive, university wide philanthropic effort to raise funds in support of GW's vision and priorities. To learn more, please visit <http://campaign.gwu.edu/>.

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- By phone by calling the GW Annual Fund at 1-800-789-2611, designating "I-O Psychology Ph.D. program"



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