

SPRING 2017 NEWSLETTER

TALKS OF THE PAST, PRESENT AND FUTURE



RECORDING OF MOSEL ADDRESS FOUND, DONATED

Murray Mack, an alumnus of GW's I/O Program, was recently looking through some old boxes and came across two cassette tapes. The tapes contained a special address by Professor James Mosel titled "A New Look at Intrinsic Motivation." While it is not clear exactly when Professor Mosel gave the address, it was at least 35 years ago. According to Murray, Professor Mosel was an early fan of flow by Mihaly Csikszentmihalyi and incorporated these ideas into his address.

"Hearing Mosel's voice on the tapes after all these years sent shivers down my spine" said Murray. "I owe everything to people like him, Frank Schmidt, and Stan Cohen."

Murray was able to get the tapes converted into MP3 format and then burned on to CDs. He and his wife Kate recently visited campus, met with David, discussed Professor Mosel, and donated copies of the recordings to the IO Program.

David has been in touch with Gelman Library Special Collections about archiving the recordings and also with the GW webmasters to get copies uploaded to our Department website. Hopefully, they will be available soon so that current students and alumni alike can hear, or hear again, some of Professor Mosel's words of wisdom.

TARA BEHREND TALKS PRIVACY AT THE INTERVAL

Tara Behrend held a talk in February at The Interval in San Francisco, an initiative from the Long Now Foundation—an organization that develops clock and library projects and functions to make long-term thinking more common. Most modern work and education organizations are moving towards immense data collection capabilities. In her talk, Tara discussed the long history of surveillance and the consequences of these practices for individual freedom and self-determination today.

She mentioned two recent WAVE lab projects to argue that not all surveillance is equal and not all people are equal in their reactions to surveillance. This is important, as Tara states, because big data can have positive effects and negative effects and discussing all possible consequences is better than generating hysteria. Overall, the discussion from the audience was lively and rewarding—one attendee, in line with the organization's mission to promote long-term thinking, noted that privacy as a concept has not existed for many years in the past, and may not exist in the future because we exist in a specific time where privacy is currently expected. An interesting talk with profound implications!



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LAB UPDATES

LYNN'S LAB

The Women Leader's Project has submitted its first article for publication, examining the career outcomes of women who were college women leaders in 1985 twenty eight years later. Based on life course theory, the team found that orientation toward leadership in college differentiated between women who achieved more senior leadership positions and those who did not. Use of networking predicted both subjective and objective career outcomes including perceived success, satisfaction, and current salary. They also found that women who left the workforce for some period of time but returned later enjoyed similar levels of satisfaction to those who never took an "off ramp", but paid a significant economic penalty in terms of salary. The team has three more papers in the offing: the second will focus on changes in achievement profiles for these former college women leaders over time; the third compares the profiles and responses of the 1985 women to a group attending the same women leader's conference in 2015 – a thirty year comparison. Lauren, Kira, and Lynn will present this third paper at SIOP in Orlando in April (see listing of SIOP papers). The fourth paper is qualitative, based on 68 in-depth interviews, and will be presented at APA in Washington DC in August. Lots of writing up to do after conference season ends! In addition to her work in the lab, Lauren has been studying for comps in May and developing her specialty area in team inclusion.

DAVID'S LAB

David, Dan, and Ahleah have been busy this semester moving several projects from their early stages toward data analysis and results. In the generations realm, David and Dan are working on the first of a series of studies informally titled "The Pasta Papers." These studies are designed to test whether generations could be studied in terms of variance rather than means. The pasta analogy comes from the "shape" of the variance and its resemblance to various kinds of pasta. In this initial test of the variance approach to generations, they found no meaningful shifts or reductions in variance on a popular personality measure (NPI), raising new doubts about the shared-experiences conceptualization of generations. Subsequent studies will extend this work to see whether variance reductions are apparent for other variables across multiple cohorts. If such effects are found, then conceptually-relevant shared events could be identified and the impact that they might have on people of different ages at different times assessed.

Turning to high potential leadership, the conceptual model of high potentials (Finkelstein, Costanza, and Goodwin, 2017) was just published in *Personnel Psychology*. To test the conceptual model, David and Ahleah are working with an archival data set provided by I/O Program alumna Allison Brown Yost. This data set includes measures collected from 3000+ leaders in 80 organizations. This paper (working title "HiPO Empirical #1") will test the first set of research propositions in the conceptual model with the goal of establishing some the basic relationships among individual differences, potential, and high potential designation. Future studies will extend the model, hopefully using U.S. Army data, to test whether those designated as high potential early in their careers actually succeed later on.

TARA'S LAB

The virtual WAVE lab is working on several projects having to do with the future of work, careers, and technology. Dr Behrend and Dave are working with the Massachusetts Institute for College and Career Readiness to better understand how schools are training the next generation of workers. Dr. Behrend is hosting a workshop at Stanford about the Changing Workforce: Implications of Cyber Technologies. We are also continuing our work in the area of electronic surveillance and privacy and have a number of projects underway that Dave and Jon are collaborating with Dr Behrend on. Tara is enjoying her fellowship year, and is looking forward to returning to GW in a few months.

SIOP 2017 IN ORLANDO, FL



GW IO faculty and students will be traveling to Orlando in April this year for the 2017 SIOP Conference, and we hope to see you there! Session #s appear in parentheses for easy spotting in the program; current students noted with *.

- Aguinis, H., Ramani, R.S., & Campbell, P. (2017, April). Most Influential Sources and Authors in I-O Psychology Textbooks. (53-2)
- Auer, E., Behrend, T.S., Collmus, A., & Landers, R. N. (2017, April). Pay Affects Performance and Retention in Longitudinal Crowdsourced Research. (123-2)
- Bradley, K.J., Aguinis, H., & Youngduk, L. (2017, April). Best Practice Recommendations for Using Sports Data in I-O Research. (53-1)
- Coats, M.R.* (2017). Potential for Potential: Exploring Content and Structure of Employee Potential. In D. P. Costanza & M. R. Coats (Co-Chairs) The Science and Practice of High Potentials. (155)
- Costanza, D. P., Finkelstein, L. M., & Goodwin, G. F. (2017, April). Potential, HiPo designation, and leader success. (155)
- DuVernet, A., & Behrend, T. S. (2017, April). Trends in Learning and Development Research & Practice. Community of Interest. (50)
- Offermann, L. R., Lanzo, L. A.*, & Foley, K.* (April, 2017). Women leaders, 1985-2015: Achievement motivations and work expectations. (165-14)
- Shaughnessy, S.P., Coats, M.R.*, Karalus, S.P., & Srinivasan, R. (2017). Development and Metamorphosis of Leader Identities. In S. P. Shaughnessy & M.R. Coats (Co-Chairs) Identities at Work: Self-Concept in Organizational Settings. (175)
- Tomczak, D.L.*, Willford, J.C.*, Miles, A.*, Kosinski, M., & Behrend, T.S. (2017, April). Personality Variability Predicts Information Sharing: A Large Scale Field Study. (87-32)
- Willford, J.C.*, Tomczak, D.L.*, Jimenez, W., Ravid, D.*, & Behrend, T.S. (2017, April). Electronic Performance Monitoring Type Predicts Monitoring Perceptions and Contextual Performance. (210-2)
- Yang, R.F., Blacksmith, N., & Coats, M.R.* (2017). Predicting and explaining leader performance with personality trait interactions. (87-4)

In addition to current students and full time faculty, many of our adjunct faculty and alumni will be presenting as well! Be sure to visit presentations and discussions from:

- Jeff Cucina (45-3, 87-10, 320)
- Ted Hayes (3, 45-3, 320)
- Garett Howardson (201, 246)
- Mike McDaniel (53-14, 73-19, 318)
- Deb Whetzel (73-19, 126)

ALUMNI GET A FREE DRINK AT SIOP!

Please join us for the GW I/O Program Reception at SIOP, Thursday, April 27th, 6-8 pm, at **Il Mulino** on the first floor of the Disney Swan Hotel. GW's Alumni office will provide the first round of drinks as well as appetizers for faculty, students, and alumni. Please RSVP to David Costanza (dcostanz@gwu.edu) so we can estimate attendance.



MORE PUBLICATIONS AND PRESENTATIONS

**PERSONNEL
PSYCHOLOGY**

*Indicates student author.

- Coats, M.R.*, Goodwin, G.F., Blacksmith, N. (2017). Do Findings from Military Samples Generalize? Evidence from over 60 Years of Team Research. Poster to be presented at the 29th Annual conference of the Association for Psychological Science, Boston, MA.-
- Coats, M.R.* (Chair) (2017). When Cultures Collide: Moving Towards an Integrated Theory of Culture. Symposium to be presented at the 29th Annual conference of the Association for Psychological Science, Boston, MA.
- Costanza, D. P. (2017, March). Invited presentation. GW Office of Admissions – Leadership, Culture, and Change.
- Costanza, D. P. (2017, April). Invited Presentation. Generations, Age, and the Space Between, Personnel Testing Council Metropolitan Washington, Crystal City, VA.
- 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*. DOI: 10.1093/workar/wax002.
- Costanza, D. P., & Finkelstein, L. M. (2017). Generations, Age, and the Space Between: Introduction to the special issue. *Work, Aging and Retirement*. DOI: 10.1093/workar/wax003.
- Finkelstein, L. M., Costanza, D. P., & Goodwin, G. F. (2017). Do your high potentials have potential? The impact of individual differences and designation on leader success. *Personnel Psychology*. DOI: 10.1111/peps.12225
- Lanzo, L. A.*, Foley, K.*, & Offermann, L. R. (August, 2017). To Report or not to report: Women and work place discrimination. Poster to be presented at the 125th Annual American Psychological Association Conference, Washington, DC.
- Tomczak, D.L.*, & Behrend, T.S. (2017, May). Student outcomes stem from support: Perceived organizational support for innovation and technology implementation in schools. Poster to be presented at the 29th Annual Meeting of the Association for Psychological Science. Boston, MA .
- Tomczak, D.L.*, Lanzo, L. A.*, & Aguinis, H. (in press). Evidence-based recommendations for employee performance monitoring. *Business Horizons*.

HOPE TO SEE YOU AT



AMERICAN
PSYCHOLOGICAL
ASSOCIATION

RESEARCH DISCUSSION SERIES

This semester brings three great presentations. We heard from:

Dr. Tammy Allen, Professor of Psychology and Area Director for the Doctoral Program in Industrial-Organizational Psychology at the University of South Florida

This semester we were pleased to welcome Dr. Tammy Allen to RDS. Her talk was co-sponsored by OSSA, the Organizational Sciences Student Association, a departmental group composed of both undergraduate and graduate students. Her research has received best paper awards from organizations such as the *Academy of Management* and the *Society for Training and Development*. Tammy served as the 2013-2014 president of the *Society of Industrial and Organizational Psychology*. She is a Fellow of the *Society for Industrial and Organizational Psychology*, the *American Psychological Association*, and the *Association for Psychological Science*. Dr. Allen shared her exciting new research on integrating physiological indicators of stress and partner discussions on work-family issues such as household and future child caretaking roles.



Sam Kaminsky, GWU Doctoral Candidate and People Assessment at JetBlue Airways



We were happy to have Sam join us from JetBlue to share his current dissertation research on technology-mediated interviewing and outcomes. Although new technology such as pre-recorded video interviews are gaining popularity as initial screening techniques in selection, the field has little empirical evidence on validity and applicant reactions. Sam will be exploring how applicants respond to this innovative, unconventional form of interviewing. We look forward to hearing his findings!

Dr. Nikki Blacksmith, Post-Doc Research Follow, U.S. Army Research Institute

Dr. Nikki Blacksmith returns to RDS to share her work with the U.S. Army Research Institute (ARI) as a Post-Doc Research Follow in the Consortium Fellows Program. Nikki has been working with ARI to identify individual differences and contextual factors that lead to the use of cognitive heuristics because such heuristics can impair judgment and decision-making. High quality decision making is imperative in the military as personnel are expected to make both routine and life-and-death decisions. Nikki's research will provide valuable insight into improving decision-making by identifying key factors for selection and placement processes.



DAVID TALKS GENERATIONAL DIFFERENCES AND SURVIVAL ANALYSIS



Stereotypes about generations and generational differences in the workplace abound and interventions for helping organizations and managers deal with these supposed differences are increasing. Unfortunately, the research on generations is mixed at best and often fails to demonstrate support for the stereotypes or even for any generationally-based differences at all. In his presentation, David explores the current state of literature and practice surrounding generations in his upcoming talk for PTCMW. He will review the limitations of the generations literature, discuss some emerging trends in the study of generations, and make recommendations for both future research and organizational practices in this area.

The talk will take place on April 12, 2017 at 4:15pm at McCormick & Schmick's in Crystal City. PTCMW members may also catch the talk via webcast by visiting the event page on PTCMW's website (www.ptcmw.org).

The following excerpt was gathered from the PTCMW Newsletter in which David discusses his serendipitous opportunity to research generations in the workplace.

Generational Differences

In April 2009, while working with the U.S. Army Research Institute for the Social and Behavioral Sciences, the then Chief of the Basic Research Unit asked me what I knew about generational differences. He had been asked by his boss who had been asked by hers. "Nothing, other than what I read in the papers" I responded. Thus was the beginning of my research on generations and generational differences. That initial inquiry eventually led to a meta-analysis (with doctoral students Jess Badger, Becky Fraser, Jamie Severt and colleague Paul Gade, the aforementioned Chief at ARI). In it we found little evidence for systematic and meaningful differences among generations in work-related outcomes such as job satisfaction, organizational commitment, and intent to leave. Most differences we found were fairly small, many were zero, and for the few differences that were not zero, there are any number of more plausible alternate explanations (e.g., age, career stage). Further, we found that much of the published generations research is methodologically and statistically flawed, limiting its utility and generalizability. This unexpected question led to a paper that has become among my most cited, garnering over 100 citations in the four years since it was published.

Another project on generations resulted from a chance meeting at a SIOP session, a meeting that led to a paper that was published in *Industrial and Organizational Psychology: Perspectives on Sciences and Practice* (with colleague and good friend Lisa Finkelstein). In this paper, we reviewed the myths about generations and the problems facing scientists and practitioners who use unsupported generational stereotypes. Our conclusion was that, despite the widespread stereotypes about generations and their defining characteristics, much of the research on generations is theoretically lacking and the practice interventions based on the myths, stereotypes, and flawed research are problematic on multiple levels.

More recently, I was asked to co-edit a special issue of *Work, Aging and Retirement* on generational differences, also with Lisa. This special issue, slated for publication in 2017, will include a range of papers on generations, what they are, what they mean, and how we study them. Keep an eye out for it in the middle of next year.

My work on generations has resulted in a presentation at the 2015 Aging in the Workplace meetings, a keynote talk at the 2016 MITX Training & Career Development Summit, and an invited presentation to the U.S. Army Chief of Staff Strategic Studies Group on generations research and its application to the Army. Each of these talks further invigorated my work and my research team is currently working on several projects including one that shows how the statistical and design choices generations researchers make impact the results of their study (spoiler alert – if you want to be more likely find generational differences, do a cross-sectional ANOVA; if you want to be less likely, use cross-classified HLM) and one that is investigating whether major cultural events actually create groups of people more similar to each other (i.e., a generation) than to individuals from other groups.

Survival Analysis

My research into survival analysis has a similarly serendipitous origin. My students and I had been working on a paper about the impact that organizational culture has on long-term organizational performance. While presenting our ideas at a Departmental brown bag, a colleague mentioned the idea of using survival analysis. Researchers in the in bio-medical sciences, sociology, and economics have used survival analysis to assess the impact of various predictors over time but when we started to look into the technique, we found that survival analysis had seldom been used in organizational domains.

Our colleague's suggestion led to our use of survival analysis to assess whether adaptive organizational culture predicts organizational survival. This project, co-authored with students Nikki Blacksmith, Meredith Coats, Jamie Severt and Arwen DeCostanza, found that two broad factors of adaptive culture, values toward change and action-orientation, combined to predict organizational survival over periods of as long as 80 to 100 years. Our findings suggest that organizations should actively and continuously develop their adaptive capabilities and should adopt policies, procedures, and systems to support any adaptive change.

The adaptive cultures project prompted us to pursue further investigations into the use of survival analysis in attrition, leadership, and organizational domains as well as a two year project funded by the U.S. Army to apply survival analysis to large scale military personnel databases. In our work for the Army, we found that most studies on attrition do not take time into account and that survival analysis could be a useful tool for studying the role of time on attrition. We found that conclusions about the reasons for attrition varied as a function of the statistical technique used. Further, we demonstrated the utility of using survival analysis to address organizational research questions that include a temporal factor including career paths, leader development, and organizational change efforts.

Conclusions & Recommendations for Practice

Looking back at my recent work on generations and survival analysis, I see another common thread besides their origin in serendipity: both topics address areas of interest to organizations where practice both precedes and exceeds the research.

What have I concluded from my research about practice and science on generations and survival analysis?

First, it is clear to me that generations are a theoretically muddled phenomenon that have been promulgated by the popular press and a subset of practitioners. There is little to no evidence that any generations-based organizational interventions are useful or even necessary. Organizations would be better served by focusing on the key individual differences (ID) of their employees that affect outcomes of interest (performance, satisfaction, retention, etc.) and on implementing appropriate HR policies and practices based on those IDs rather than basing them on unsupported and ill-defined generational stereotypes.

Second, my research on survival analysis suggests that organizations would benefit from considering the impact of time on any number of phenomena that heretofore have been treated as static and as occurring at a single point in time. Most organizational phenomena are dynamic and evolve and change over time (e.g., attrition intentions, leader development, employee engagement levels, etc.). As such, organizations would wise to consider this dynamism when trying to understand such phenomena and designing and implementing interventions to deal with them.

Overall, I hope that my work will help research to catch up to practice and provide organizations with practical and actionable (or "don't act on them") recommendations for how to improve their operations and effectiveness.



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2016-2017 Newsletter Editors

Lauren Lanzo
Dave Tomczak



www.gwu.edu/~orgsci

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

THE GEORGE WASHINGTON UNIVERSITY