THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

— DEPARTMENT OF ORGANIZATIONAL SCIENCES & COMMUNICATION —

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

SPRING 2019 NEWSLETTER

RECENT RECOGNITIONS

Congratulations to Dr. **Samuel Kaminsky** for defending his dissertation! Sam's dissertation drew from justice theories and Potosky's (2008) conceptual framework of assessment media to examine the relationship between interview type (i.e., video-recorded interview vs. synchronous online interview), applicant reactions, and interview performance. Results suggested that video-recorded interviews lead to less cognitive load, fewer impression management behaviors, and improved perceptions of procedural justice. Moreover, interview performance was found to be invariant across administration media. The results of the current study generally support the use of video-recorded interviewing as a replacement for initial structured online interviews.

WELCOME DR. KATINA SAWYER!

Dr. Katina Sawyer is an Assistant Professor in the Department of Management in GWSB. She has a BA in Psychology (Villanova), a dual-Master's degree in I/O Psychology and Women's Studies (Penn State), and a dual-PhD in I/O Psychology and Women's Studies (Penn State). During her graduate studies, she served as a consultant on a variety of different client projects, including with the Department of Defense and the Pennsylvania State Police. She joined the George Washington School of Business this July because she wanted to work in a more research-focused institution. Her research interests surround diversity and inclusion in organizations, work-family balance, leadership, and negative workplace behaviors. She is from Philadelphia and this is her first time living outside of Philadelphia - she's loving it so far, along with her husband and her dog.

Congratulations to Dr. **Tara Behrend** for being elected as External Relations Officer of SIOP!

SIOP 2019 APRIL 4-6 ★ WASHINGTON, DC/NATIONAL HARBOR
GAYLORD NATIONAL RESORT & CONVENTION CENTER

Barney M., Fink A. A., Peterson D. B., **Behrend T**. **S**., & Lahti K. *Technology & the future of I-O psychology*. (panel)

Behrend T. **S**. (Discussant). In Mugayar-Baldocchi M., Brawley Newlin A. M. *MTurk: Abuses, misuses and proper uses*. (symposium)

Briggs, C. Q., **Harvey**, **T**., Clancy, R., Gardner, D. M., & Ryan, A. M. *The makings of a glass cliff: Women leaders preferred when there are people problems*. (poster)

Carr, A. E., Frost, C. T., Geimer, J. L., Lawrence, A. D., & Stemer, A. *Combining I/O and UX: Usability testing in simulation-based assessments*. In **D. L. Tomczak** & E. V. Lobene (alternative session)

Costanza, D. **P**. *IGNITE Session: I/O hot topics debate - The sequel*! (debate)

Costanza, **D**. **P**. & Finkelstein, L. M. *Are millennials ruining everything? Combating generational stereotypes at work*. (community of interest)

Foley, **K**. & Shaughnessy, S. P.. *How to spot an ethical leader: Perspectives on defining ethical leadership. (*panel*)*

Foley, **K**.. *Developing the perceived political alignment (PPA) scale*. In **Offermann**, **L**. **R**. & Williamson, J. A. Ignoring the elephant (and donkey) in the room: Political ideology in organizations. (alternative session)

Glösenberg A. E., Wright N. A., & **Behrend T**. **S**. *Does it take a city? Evaluating 21st century skills and their relationship with economic mobility on a city level of analysis*. In Hoffman B. J. Changing nature of work: Implications for organizations. (symposium)

Gonzalez, M. F., **Tomczak, D. L.**, Capman, J., Lobene, E. V., & Boyce, A. S. *Scale it up! Culture and multi-anchor forced choice personality assessments*. (poster)

Hoffman B. J., **Behrend T**. **S**., Kanfer R., Shoss M. K., & Wegman L. A. *The changing nature of work and workers*. (panel)

Howardson G. **N**. & **Behrend T**. **S**. *Within-learner affective changes and relationships with skill learning*. (poster)

Lanzo, **L**. **A**. & Shaughnessy, S. P. *Measuring leader identities over time*. In M.E. McCusker & H. Samuelson (co-chairs). Advancing the Science of Intra-personal and Inter-personal Leader Identity Dynamics. (symposium)

Lanzo, **L**. **A**. & Shaughnessy, S. P. *Leader dyads: Impacts on creativity and leader relationships.* (symposium)

Litano M., Allen T. D., Domingues K. M., Kraiger K., Macey W. H., Oswald F., Putka D. J., Weiss J., Reynolds D. H., **Behrend T**. **S**., Robinson W., Mattingly V. P., & Sandell K. J. *SIOP select: Positioning SIOP as the premier and trusted authority: Leaders IGNITE*. (panel)

Maupin, C.K., & **Lanzo**, **L**. **A**. Leadership for modern organizations: Embracing and expanding network-based approaches. In D. Chrobot-Mason (chair). Emerging trends in leadership research, teaching, and practice. (symposium)

McChesney J. E. & **Behrend T**. **S**. *Do women dream of computer science careers?* (poster)

McCune E. A., Bauer T. N., **Behrend T**. **S**., Carr S. C., Galli L., Morrison M., & Putka D. J. *SIOP select: Disruptions big and small: The future of science-practice in I/O*. (panel)

Offermann, **L**. **R**. (Chair). *Ignoring the elephant (and donkey) in the room: Political ideology in organizations* (alternative session)

Offermann, **L**. **R**., **Foley**, **K**., & **Harvey**, **T**. *Do similarity, inclusion, and intersectionality impact team outcomes? (*poster*)*

Siderits I. **O**., **White J**. **C**., **Zarsky S**., **Ravid D**., & **Behrend T**. **S**. *Twenty years of technology at SIOP: Are I-O psychologists lagging?* (poster)

White J. **C**., Auer A., & **Behrend T**. **S**. *White vs. Asian applicants in technology-mediated interviews and the effects on justification of hiring decisions*. In Langer M. & Melchers K. G. Job interview technology: Effects on applicants, evaluators, and adverse impact. (symposium)

Wright, **C**., **Costanza**, **D**., & **Arnold**, **G**. *Gaps and opportunities in family business research*. (roundtable discussion)

aps | **ASSOCIATION FOR PSYCHOLOGICAL SCIENCE** **31ST APS ANNUAL CONVENTION. MAY 23-29, 2019**

Arnold, G. C., **White**, J. C., **Miles**, A. F., & **Behrend**, T. S. *Don't we agree on that organization's culture? Examining agreement of culture perceptions from organizations' websites.* (poster)

Foley, K., **Harvey**, T., & **Offermann**, L. R. *When does team diversity lead to conflict? An integrative approach comparing three measurements of diversity. (*poster)

Pitcher, B. D., **Ravid**, D. M., **Shephard**, C. L., & **Behrend**, T. S. *Improving student self-efficacy in STEM through virtual reality. (*poster)

Zarsky, S. & **Behrend**, T. (2019, May). *Workplace tracking: Impact of job title on experience.* (poster)

THE GEORGE WASHINGTON SIOP 2019 RECEPTION

Please Join Us for a Night of Food and Drinks at:

The Irish Whisper

177 Fleet Street

Oxon Hill, MD 20745

Thursday, April 4, 7:00pm – 9:00pm

Thank you to our sponsors!
ICF
Jessica R. Jenkins, PhD—MPhil '09, PhD '15
Julia Ann Leaman, PhD—MPhil '89, PhD '91
Michael Anthony McDaniel, PhD—MPhil '84, PhD '86 & Deborah
Whetzel, PhD—PhD '91
Noelle F. Scuderi, PhD—MPhil '07, PhD '10
Garett Howardson, PhD—PhD '15

Thank you for the pledges we have already received! If you have not made a pledge yet, there is still time to do so. In addition to making your gift, please complete the pledge form for our tracking purposes.
Make your gift here: https://giving.gwu.edu/
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"We get so few opportunities to connect with alumni as they are off doing wonderful things post-graduation, but the reception at SIOP has always been the one time a year where we can all get together. I really appreciate having this time to meet and catch up with folks from the program in a low-pressure environment."
Ahleah Miles, current student

PAST RESEARCH DISCUSSION SERIES

Research discussion series are a chance for current students, faculty, and guests to hear from fellow researchers and practitioners about I/O-related research and projects.

Dr. James Grand, December 7

James (PhD, Michigan State University) described computational modeling and provided a foundation for organizational scientists interested in learning more about this approach for theory and research. The presentation discussed common myths, exemplar applications, and key principles of computational modeling in a non-technical and accessible manner. James is an Assistant Professor in the Social, Decision, and Organizational Sciences program at the University of Maryland.

Dr. Samuel Kaminsky, February 1

Shortly after defending his dissertation, Sam (BA '10, MPhil '15, PhD '19, George Washington University) discussed his research on video-recorded interviews, and whether these can supplement previous structured online interviews. Sam currently works as a People Analyst at Google.

Dr. Katina Sawyer and Christian Thoroughgood, February 22

Katina and Christian (PhD, Pennsylvania State University) discussed their recent work which examined the experiences of gender identity minorities at work. They highlighted the interpersonal challenges faced by gender identity minorities and identified the role of allies in creating inclusive work environments. They also included strategies that gender identity minorities might leverage to cope with discriminatory behavior at work and to identify workplaces which have more inclusive climates.

Back row, left to right: Charlotte Rossetter, Dave Tomczak, Daniel Ravid, Grace Arnold (all current students), Dr. James Grand

Front row, left to right: Jerod White, Taniyia Harvey, Ahleah Miles, Kira Foley, Sarah Salvi, Brad Pitcher (all current students)

UPCOMIING RESEARCH DISCUSSION SERIES

Dr. Lee Colan, April 11 at 12pm

Lee (MPhil '87, PhD '93, George Washington University) will be discussing his recently released book, *The Power of Positive Coaching: The Mindset and Habits that Inspire Winning Results and Relationships*. The RDS will take place in the department's conference room (600 21st Street NW, Washington, D.C., third floor) and all are welcome to join.

NEW PUBLICATIONS

Glosenberg, A., Tracey, T. J., **Behrend**, **T. S**., Blustein, D. L., & Foster, L. L. (2019). Person-vocation fit across the world of work: Evaluating the generalizability of the circular model of vocational interests and social cognitive career theory across 74 countries. *Journal of Vocational Behavior.*

Hill, N.S., **Offermann**, **L. R**., & Thomas, K. R. (2019). Mitigating the detrimental impact of maximum negative affect on team cohesion and performance through face-to-face communication, *Group & Organization Management, 44,* 211-238.

## PUBLICATION SPOTLIGHT: *WORKFORCE READINESS AND THE FUTURE OF WORK*

Along with Dr. Fred Oswald and Dr. Lori Foster, Dr. **Tara Behrend** recently edited *Workforce Readiness and the Future of Work*, a SIOP Organizational Frontiers Series book released in March. Books in this series focus on cutting edge theory in I-O psychology, with the goal of stimulating research among SIOP members--including students, practitioners, and researchers. We asked her a few questions about the book:

What was the process of creating this book?
I am very interested in skills development, workforce readiness, and the changing nature of work. With funding from the Stanford Cyber Initiative, I hosted a workshop that brought notable technology and social science researchers together to share their ideas on these topics. From this workshop came the vision for the Frontiers book. We invited workshop participants to share their perspectives for the book. In writing the chapters, the contributors had to keep in mind a multidisciplinary audience and communicate in a jargon-free way.

Why is this book important?
This book discusses the need to ensure a strong supply of talent and skill in the future U.S. workforce. What makes this book stand out from other Frontiers books is that a majority of the chapters were written by scholars outside the I-O community, including those from sociology, economics, and education, policy, and industry. My dream for this book is that every policy maker has a copy, and that it serves as a glossary for people from different sectors to collaborate with one another when planning for the future of work.
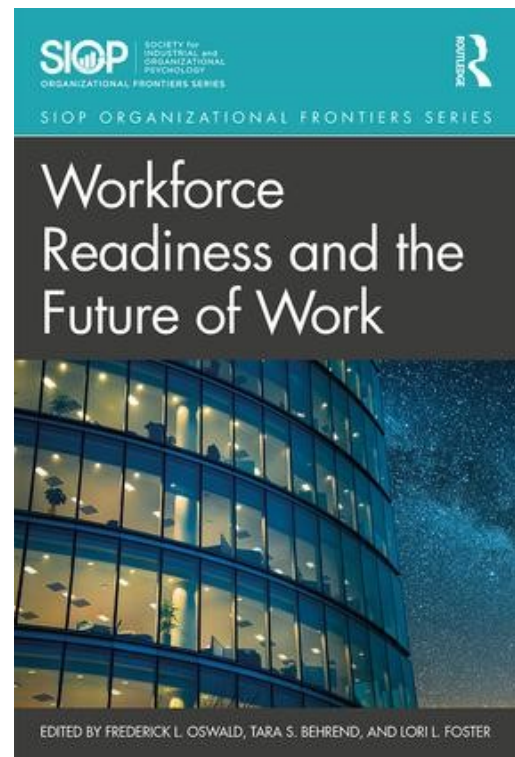
NEW HIRE UPDATE: MEET DR. YISHENG PENG!

Dr. **Yisheng Peng** earned his PhD degree with dual concentrations in I/O and Developmental Psychology at Bowling Green State University. Prior to joining GW's faculty, he worked as a tenure-track assistant professor at Hofstra University (Long Island, New York).

Yisheng's primary area of research interests fall under the umbrella of Occupational Health Psychology, with more specific focuses on non-traditional work stressors (e.g., performance pressure, illegitimate tasks), interpersonal mistreatment (e.g., abusive supervision, incivility), as well as innovation and proactive work behaviors. He is also interested in issues particular to aging workers, such as the role of aging in occupational health, job design/job crafting, bridge employment, and eldercare.

Yisheng is looking forward to having the opportunity to continue pursuing his research interests and working with students and colleagues at GW. His family is also excited to move to the DC area and is looking forward to exploring the city. He will be arriving on campus this August.

ALUMNI UPDATES

Dr. **Lee Colan** (MPhil '87, PhD '93) recently released his 15th book titled *The Power of Positive Coaching: The Mindset and Habits that Inspire Winning Results and Relationships* and took a board position with Pacific Seafood, the largest fully integrated seafood company in North America.

Dr. **Joyce Silberstang** (MPhil '90, PhD '99) stepped down as a tenured professor in 2005 and is presently on the National Board of Governors of AJC (the American Jewish Committee), on AJC's Asia-Pacific Institute Board and the Board of DOROT. She consults to CEOs of nonprofit boards in New York City on board engagement and satisfaction, works with senior leadership teams to improve team skills and outcomes, and holds workshops on public speaking and other topics.

Dr. **Raluca Graebner** (MPhil '07, PhD '12) has been hard at work creating her personal website, and is happy to say it is now ready! You can take a look at www.ralucagraebner.com (and the linked blog, www.leadership361.com). This is a way to connect with her leadership consulting and executive coaching clients; to explain exactly what it is that she does; and to offer her best thinking and advice for leaders, through her blog posts.

THANK YOU TO OUR DONORS!

Thank you Marilyn Gowing (MPhil '75, PhD '81) and the Gowing Travel Award Endowment for supporting our travels to the SIOP conference each year! Every year, about ten students receive funding to travel and present their work.

Thank you to this year's Mosel Scholarship Fund and IO Program Fund donors:
Raymond Francis Colangelo, PhD—MPhil '83, PhD '90
Ilene Frances Gast, PhD—MPhil '81, PhD '87
Mr. Murray Jay Mack—MPhil '81
Marc P. Schappell, PhD—MPhil '85, PhD '90

ALUMNI CORNER: DR. ADAM MALAMUT, PHD '02

What does your current role at Marriott entail?

It's hard to explain what my current role is without explaining how I got here. I started off as a statistician on the employee survey program, and over time I took on more Centers of Expertise (COE) areas within human resource practice, like running the survey program, transforming it, getting into performance management, leadership development. I built up COE, and running those different types of departments and typically finding areas that needed some form of rework or transformation to get them on the right path. Then there was a time when our head of HR for the IT function was leaving, and I put my name in the hat to go be the HR business partner for the IT function and got it.

With that I ended up taking on other types of HR business partner roles and put a case together for how you would structure a more aligned commercial function, and what the leader of a commercial business would look like. I presented this case and they were supportive of the idea and decided to restructure all commercial lines under one individual. Ultimately, they asked me to help set it up and be the HR business partner for all the commercial lines, which gave me a deep familiarity with the ins and outs of these different parts of the business and how they work together. I did that for about two to three years and essentially was the chief architect for this new commercial line business structure. Then I left and became the chief talent officer and went back to do COE work and rebuild our learning and development function.

During this time, Marriott was acquiring Starwood Hotels and there was trouble managing the complexity of the organization at the time. They were losing a lens on where the company was going, how to orchestrate this complexity against that mission and how to innovate simultaneously for the future. I talked to my former boss and told her about other companies creating a chief experience officer role to address some of these challenges. They loved the idea and thought I should take on the role. So now I'm the chief customer experience officer and my job is essentially leading the vision and the development of a true north customer strategy for our business.

What part of the GWU I/O program best prepared you for your job?

I think the coursework that focuses on building a mindset for research and analysis, so that you see your lens of the world being able to solve problems with good research and analytics. So, the tools you develop in graduate school, all the statistics courses, research methods, doing second year projects, those were very important to build a mindset to be a problem-solver in an organization. And presenting, getting on a stage and presenting your work and building the skills to communicate complex ideas to an audience, that is extremely important and has been a valuable skillset for me to have. I think I got a lot of that out of the GW program, not just from course work and having to present, but also presenting at and participating in conferences.

What guidance do you have for current students, especially those interested in pursuing an applied career?

Get work experience and throw yourself into uncomfortable situations. Academic or applied, at the end of the day the learnings you create through research are all meant to apply to organizations. You're going to be a better researcher by getting exposure to working in an organization. Take non-traditional paths, because at the end of the day, leaders in organizations have to solve problems. These problems emerge from all different types of domains. I would constantly be pushing myself into different domains of work, because it's kind of like having a stock portfolio, you need to have a wide variety of skills and experiences to make yourself adaptable and keep yourself competitive.

When I was in graduate school, I took a bunch of classes on systems theory and chaos theory. It was so far afoot from I/O, but I think it was very helpful for me in designing organizational systems. So, try to do things that are non-traditional and are not so directly within the core curriculum that push your thinking in new ways.

Every donor is important to our program's mission!

To make a gift to the I/O Psychology Program, you can do so by clicking here. You can also make your gifts over the phone by calling the GW Division of Development and Alumni Relations at 1-800-789-2611. Please be sure to designate your gift to the "I-O Psychology PhD program".

Questions? Email: jbracey@gwu.edu

If your organization would like to become a sponsor, please contact Tara Behrend at

behrend@gwu.edu

2018-2019 Newsletter Editors

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