THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

INDUSTRIAL–ORGANIZATIONAL PSYCHOLOGY

SPRING 2020 NEWSLETTER

CONGRATULATIONS DR. LYNN OFFERMANN!

Dr. Lynn Offermann has been honored with the Society of Consulting Psychology (SCP, APA Division 13) Award for Excellence in Diversity and Inclusion Consulting. This award recognizes the impact and expansive scope of her work in diversity and inclusion. The award description notes that throughout her career she has conducted research, consulted with organizations and their leaders, and taught in ways to expose students to diverse perspectives. She has shown sustained excellence in diversity and inclusion through peer-reviewed publications and grants from the National Science Foundation, Society of Human Resource Management, and contracts with the World Bank. This award is accompanied by a stipend of $1,000 and was presented at the 2020 SCP Midwinter Conference.

Congratulations to Dr. Offermann on receiving this award!

CONGRATULATIONS DR. LAUREN LANZO AND DR. RYAN HORN!

Both Lauren Lanzo and Ryan Horn successfully defended their dissertations! Through her work with the Army, Lauren has developed a theoretical model of what behaviors are involved in effective co-leadership and how their relationship and ability to work together impacts the team they lead. Lauren is currently working at Marriott as Manager in the Talent Management Analytics and Solutions division.

Ryan's dissertation, entitled "*Feedback-Seeking Behavior and Performance: A Longitudinal Exploration of Intraindividual Relationships,*" explored the dynamic within-person relationship between feedback-seeking and performance over time. This study contributes to the need for new measurement and analysis approaches in feedback-seeking. The effects found in this study should be understood as initial evidence that feedback-seeking through a technology-mediated system can be a worthwhile strategy for employees to improve performance.

As you probably know, the SIOP conference in Austin was cancelled, but we wanted to share all the GW work that would have been presented — and may yet be presented in some kind of online format that SIOP is currently considering. The work below is available through the presenters listed.

Arnold, G., Wright, C., & DuVernet, A. (2020, April). *Integrating Other I-O disciplines with training research: A roundtable discussion*. Roundtable discussion at the Annual Society for Industrial and Organizational Psychology Conference. Austin, TX.

Bal, P. M., Born, D. H., Caligiuri, P. **Foley, K. O.**, Gonzalez-Morales, M. G., Swigart, K., Weiner, S. P. (2020, April). *Political ideas in global workplaces: Role of I-O in politically-charged environments.* Panel at the Annual Society for Industrial and Organizational Psychology Conference, Austin, TX.

Behrend, T. S., Howard, M. C., Lee, L. M., Marin, S., Montefiori, L., **Pitcher, B. D**. (No Authorship Order) (2020, April). *Virtual reality and assessment: Future directions for research and practice*. Alternative Session at the 35th Annual Society for Industrial and Organizational Psychology Conference, Austin, TX.

Costanza D. P. (2020, April). *IGNITE session: Hot topics for the future of work: The future (age diverse) workforce.* Presentation at the 35th annual meeting of the Society for Industrial and Organizational Psychology, Austin, TX.

Foley, K. O. & Ness, A. M. (2020, April). *Assessing within-person variability: Tools for your toolbox.* Symposium at the Annual Society for Industrial and Organizational Psychology Conference, Austin, TX.

Foley, K. O., Hughes, E. R., & Badger-Darrow, J. M. (2020, April). *The impact of ethical leadership depends on climate strength.* Poster to be presented at the 35th Annual Meeting of the Society for Industrial and Organizational Psychology, Austin, TX.

Gonzalez, M. F., Liu, W., Shirase, L., **Tomczak, D. L.,** Lobbe, C. E., Justenhoven, R., Brandt, O., Tschöpe, N., Martin, N. R., & Preuss, A. (2020, April). AI as an ally: Improving reactions to artificial intelligence. In M. Langer & J. Basch (Chairs), *Interview technology and AI: Effects on applicants, evaluators, and adverse impact. Symposium to be presented at the 35th annual meeting of the Society for Industrial and Organizational Psychology,* Austin, TX.

Ravid D. M. & Behrend, T. S. (2020, April). *Break time task reminders, psychological detachment, and performance recovery.* Poster to be presented at the 35th Annual Meeting of the Society for Industrial and Organizational Psychology, Austin, TX.

Tomczak, D. L., Mancarela, P. J., Zarsky, S. & **Behrend, T. S**. (2020, April). *An instrument for measuring electronic performance monitoring practices.* Poster to be presented at the 35th annual meeting of the Society for Industrial and Organizational Psychology, Austin, TX.

Harvey, T. J., Offermann, L. R., & Salvas, A. L. (2020, April). *Why did they stay? The impact of race-based discrimination on work-related outcomes*. Poster to be presented at the 35th annual meeting of the Society for Industrial and Organizational Psychology, Austin, TX.

Salvi, S., Perez, J., Riccardi, C., Rudolph, C., & **Costanza, D**. (2020, April). *The narcissism epidemic? A cautionary tale of "Generational" differences.* Poster to be presented at the 35th annual meeting of the Society for Industrial and Organizational Psychology, Austin, TX.

White, J. C. & Behrend, T. S. (2020, April). Can you hear me now? The influence of technology disruptions in virtual interviews. In Langer M. and Bach, J. (Co-Chairs) *Interview technology and AI: Effects on applicants, evaluators, and adverse impact.* Symposium to be presented at the 35th Annual Conference of the Society of Industrial and Organizational Psychology, Austin, TX.

THE GEORGE WASHINGTON SIOP 2020 RECEPTION— POSTPONED UNTIL APRIL 2021
SEE YOU IN NEW ORLEANS!

Thank you to our generous alumni donors for contributing to the SIOP Reception Fund! We are so grateful for your support!

Thank you for the pledges we have already received! If you have not made a pledge yet and would like to donate for our reception, there is still time to do so. **All funds received will be applied to supporting next year's reception in New Orleans.**

In addition to making your gift, please complete the pledge form for our tracking purposes.
Make your gift here: https://giving.gwu.edu/
Be sure to specify the "IO Psychology PhD Programs" as the designated recipient.
Pledge form: https://goo.gl/forms/l8r9CPA1mumNxd8G3

A MESSAGE ABOUT COVID−19—IMPORTANT INFORMATION

Dear Alumni and Friends of the IO program,

As you can see from these pages, the COVID-19 virus has forced many changes on all of us, both personally and professionally. Our flagship SIOP conference has been cancelled, though SIOP is pursuing other ways to present the work represented at left. Know that all funds donated towards the planned get-together in Austin will be used toward a similar event next year at SIOP New Orleans (April 15-17, 2021).

Due to the virus, GW — as with most universities—has cancelled all face-to-face activities for the remainder of this academic term. All GW classes started fully online as of March 23, So far, our online systems have been working well. Fortunately, your IO faculty are pretty tech-savvy, and our classes have been proceeding smoothly. **Our teaching and research goes forward nonetheless,** though obviously in-person studies have been postponed.

This can still be a time of growth for all of us, as we learn new strategies and bolster our adaptation skills . Nonetheless, we look forward to returning to a time when we can connect more directly with all of you and resume in-person events. Meantime, for however long it takes, we hope that you are all safe and well, and taking appropriate precautions.

Our best to all of you,

The IO faculty and students

RESEARCH DISCUSSION SERIES

On February 7th, Daniel Ravid and **Ahleah Miles** both presented their second year projects on breaks and workplace incivility.

Dan's research addressed the degree to which task-related thoughts during a short break from a demanding vigilance task mediated the relationship between differing break contexts (e.g. a break with task reminders, a break with a relaxing video) and performance following the break. Results showed that break context was associated with differences in task-related thoughts during the break. Further, a direct effect was observed between task condition and performance recovery such that individuals who experienced task reminders during the break tended to recover less than individuals in other conditions. However, no mediating effect of task-related thoughts was observed, and the degree to which an individual engaged in task-related thoughts was not related to their performance recovery following the break.

Ahleah's research looked into workplace incivility, a subtle form of workplace aggression that is ambiguous but violates norms of mutual respect, in the context of undergraduate student leaders to determine the patterns of incivility and responses to it. Results suggested that both personality and organizational climate play a role in experienced and perpetrated incivility. Future research should explore the reframing of perceived organizational norms for interpersonal interactions as well as repeated instances of incivility interactions over time.

On February 28th, Dr. Costanza and **Dr. Offermann** discussed the art of grant-getting, grant applications, and the evaluation process of grant-winning. Dr. Offermann presented information specifically on the NSF and NIH process, while Dr. Costanza spoke about general ways to approach the grant application and writing process.

Dr. Jennifer Logg, Assistant Professor of Management at Georgetown University, was scheduled to present her research on March 27th at 11am. The title of her discussion is "*Algorithm appreciation: People prefer algorithmic to human judgment*". Dr. Logg's primary line of research focuses on how individuals can assess themselves and the world more accurately. Even though computational algorithms often outperform human judgment, received wisdom suggests that people may be skeptical of relying on them (Dawes, 1979). Counter to this notion, results from six experiments show that lay people adhere more to advice when they think it comes from an algorithm than from a person. She calls this effect "algorithm appreciation." This paper fits into a broader program of work that examines how people expect algorithmic and human judgment to differ (a theoretical framework she calls Theory of Machine, a twist on the classic "theory of mind"). We hope to reschedule this presentation for the Fall semester.

Our own **Dr. Yisheng Peng** was scheduled to present in April on his current research. Dr. Peng's research revolves around age and work outcomes such as workplace deviance and proactive work behaviors. He looks at these relationships and underlying mechanisms through both social and emotional aging perspectives. We will catch up with him in the Fall semester as well. Stay tuned for dates for these and other presentations when we're back to regular campus life.

RECENT PUBLICATIONS

Clark, O., **Peng**, **Y**., & Jex, S. (in press). Exclusion in the workplace: A multi-level investigation. *International Journal of Workplace Health Management.*

Costanza, D. P., Finkelstein, L. M., Imose, R. A., & **Ravid, D. M**. (2020). Inappropriate inferences from generational research. *The Cambridge Handbook of the Changing Nature of Work* (B. Hoffman, M. Shoss, & L. Wegman, Eds.). Cambridge: Cambridge University Press.

Offermann, L. & Foley, K. (2020). Is there a female leadership advantage? In *Oxford Research Encyclopedia of Business and Management*. Oxford University Press.

Oswald, F. L., Putka, D., **Behrend, T. S**., & Sinar, E. (2020). Big data in human resource management. *Annual Review of Organizational Psychology and Organizational Behavior, 5*(1), 18.1-18.29.

Peng, **Y**., Xu, X., & Matthews, R. A (in press). Older and less deviant reactions to abusive supervision? *Work, Aging, and Retirement*.

Peng, **Y**., Jex, S., Zhang, W., *Ma, J., & Matthews, R. A. (2020). Eldercare demands and time theft: Integrating family-to-work conflict and spillover–crossover perspectives. *Journal of Business and Psychology*, *35*(1), 45-58.

Peng, **Y**., Xu, X., Jex, S., & Chen, Y. (2019). The roles of job-related psychosocial factors and work meaningfulness in promoting nurses' bridge employment intentions. *Journal of Career Development*. Advance online publication.

Ravid, D. M., Tomczak, D. L., White, J. C., & Behrend, T. S. (2019). EPM 20/20: A review, framework, and research agenda for electronic performance monitoring. *Journal of Management.*

Rudolph, C. W., **Costanza, D. P., Wright, C**., & Zacher, H. (2019). Cross-temporal meta-analysis: A conceptual and empirical critique. *Journal of Business and Psychology*.

Wang, Z., Jex, S. M., **Peng, Y**., Liu, L., & Wang, S. (2019). Emotion regulation in supervisory interactions and marital well-being: A spillover–crossover perspective. *Journal of Occupational Health Psychology, 24*, 467–481.

White, J. C., Ravid, D. M., & Behrend, T. S. (2019). Moderating effects of person and job characteristics on digital monitoring outcomes. *Current Opinion in Psychology*.

White, J. C., Behrend, T. S., & Siderits, I. O. (2020). Changes in workplace technology. In B. Hoffman, M. Shoss, & L. Wegman (Eds.), *Cambridge Handbook of the Changing Nature of Work. Cambridge University Press.*

Xu, X., **Peng**, **Y**., Zhao, P., Hayes, R., & Jimenez, W. P. (2019). Fighting for time: Spillover and crossover effects of long work hours among dual-earner couples. *Stress and Health*. *35*, 491-502.

Zhao, P., Xu, X., **Peng**, **Y**., & Miner, K. (in press). The target of incivility cannot be an island: Top-down group influence. *Journal of Personnel Psychology*.

Dr. Joe Zeidner

The IO Psychology program is saddened by the passing of Dr. Joseph Zeidner last year at the age of 91. Dr. Zeidner was a significant contributor to the Organizational Sciences and Communication department as the founder of what is now the Masters of Arts in Organizational Sciences program. From 1982 to 1999, Dr. Zeidner was a professor of administrative sciences and psychology at the George Washington University. Before this role, he worked at the Army Research Institute for the Behavioral and Social Sciences from 1952 to 1982. During this time, he served as the Institute's technical director and chief psychologist.

In honor of the life and contributions of Dr. Zeidner, the Organizational Sciences program announced this year a new award for graduating seniors bearing his name. The Zeidner Prize will serve to recognize academic excellence among Organizational Sciences majors. The prize includes a $250 award and the winner will be recognized in the university commencement program and on a plaque in the Department's offices.

Alumni Updates

Garett Howardson is currently a Research Psychologist at the U.S. Army Research Institute for the Behavioral and Social Sciences where he manages the Learning in Formal and Informal Environments portfolio. His work centers on integrating learning conceptualizations that span diverse temporal, social, and spatial scales. One example research question to this effect might be: "What are the similarities between how a neuron learns and how an organization learns?" To pursue such questions, he combines his background in industrial-organizational psychology, quantitative research methods, and computer science.

Allison Yost currently works for BetterUp, which is an app-based tool that employees of all levels can use for coaching and development. BetterUp pairs employees with trained coaches in order to work together to increase leadership behaviors and aid in finding meaning and satisfaction in their work. Specifically, Allison is the Regional Vice President of Solutions Consulting at BetterUp.

GW–BRIDGE: DR. ELLEN ERNST KOSSEK

Dr. Ellen Ernst Kossek gave a talk on women's career equality and work-life inclusion from and organizational science perspective on March 5th. This event was sponsored by our own **GW-BRIDGE University Seminars Program. "BRIDGE"** stands for Building Research Interdisciplinarily to Develop Gender Equity. Dr. Kossek is a Professor at the Purdue University Krannert School of Management, and is also the Director of Research at the Butler Center for Leadership Excellence.

Dr. Kossek discussed gender, work-family conflict, and career equality, as her work seeks to bridge the gap between the careers literature and work-family issues. Specifically, Dr. Kossek seeks to integrate three perspectives on women's career equality: work-family conflict, gender bias, and career preference. She has found that women's career equality is an issue in many fields beyond the often discussed STEM fields, as many females find there are issues with careers stalling or leaky pipelines to top positions.

Dr. Kossek has also developed a training for supervisors on Family Supportive Supervisor Behaviors (FSSBs) that has been shown to have effects on increased employee job satisfaction, lower turnover, and improved physical and mental health.

She has recently done an NSF workshop in which she investigated career-life balance for female full-time business school faculty. Dr. Kossek identified the importance of career-life balance beyond professional well-being to its physical and mental health impacts, as well as its importance societally and economically. In her talk, she identified ways in which both individuals and organizations can achieve positive work and non-work outcomes through an organizational climate for gender inclusion. Most recently she has done work on technology and boundary management, providing strategies to establish work-life boundaries as technology contributes to the blurring of boundaries.

THE SCIENTIA FUTURE OF WORK CONFERENCE

The Scientia Future of Work conference is a small interdisciplinary conference held at Rice University in Houston, TX that brought together thought leaders from the fields of computer science, economics, industrial/organizational psychology and human factors to develop a research agenda around four main topics: automation, workforce development, leadership and policy.

The conference took place February 13th-14th. **Tara Behrend** delivered a talk centered on the importance of vocational interests in skill development for the workforce of the future. **Peter Mancarella** and **Dave Tomczak** presented a poster on electronic performance monitoring (EPM) devices and monitoring acceptance, arguing that monitoring policy should be developed such that it accommodates the contextual factors associated with monitoring acceptance.

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Questions? Email: jbracey@gwu.edu

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behrend@gwu.edu

2019-2020 Newsletter Editors

Sarah Salvi, Taniyia Harvey, and Bradley Pitcher

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