Dr. Tara Behrend is a co-principal investigator for a recent interdisciplinary NSF grant entitled, “Multiple Instrumental Case Studies of Inclusive STEM-focused High Schools: Opportunity Structures for Preparation and Inspiration.” This project will examine opportunity structures provided to students by inclusive STEM-focused high schools, with an emphasis on studying schools that serve students from underrepresented groups. In contrast to highly selective STEM-focused schools that target students who are already identified as gifted and talented in STEM, inclusive STEM-focused high schools aim to develop new sources of STEM talent, particularly among underrepresented minority students, to improve workforce development and prepare STEM professionals.

Research questions include: 1) Is there a core set of critical components shared by well-established, promising inclusive STEM-focused high schools? Do other components emerge from the study? 2) How are the critical components implemented in each school? 3) What are the contextual affordances and constraints that influence schools’ designs, their implementation, and student outcomes? 4) How do student STEM outcomes in these schools compare with district and state averages? 5) How do four promising such schools compare with matched comprehensive high schools within their respective school districts, and how are the critical components displayed? 6) From the underrepresented students’ views, how do education experiences at the schools and their matched counterparts compare? And 7) How do student outcomes compare?

Congratulations to Rebecca Fraser, winner of the 2011 Mosel Award for her paper “The Impact of Context on Responses to Episodes of Incivility.”

Her study examines the effects of incivility (e.g., rudeness, disrespect) on employee affect, perceptions of justice, and counterproductive and citizenship behavior. Using a within subjects vignette study, she is studying the interactive effects of instigator status (supervisor versus coworker) and individual perspective (target versus observer) on reactions to incivility. More specifically, she is interested in the extent to which individuals respond to incivility as a function of these contextual factors. Data collection was completed in the spring and she is currently analyzing her data. If you have any questions or would like additional information on this dissertation, Becky is happy to discuss this area of research with you at any time.
CONGRATULATIONS TO DR. RALUCA GRAEBNER, WHO SUCCESSFULLY DEFENDED HER DISSERTATION, ENTITLED “THE EFFECTS OF COMMUNICATION MEDIA AND TEAM COMPOSITION IN VIRTUAL AND FACE-TO-FACE TEAMS” IN SEPTEMBER. THIS DISSERTATION EXPLORES THE EFFECTS OF COMMUNICATION MEDIA AND TEAM PERSONALITY COMPOSITION ON TEAM INTERACTIONS AND OUTCOMES. THREE HUNDRED UNDERGRADUATE STUDENTS, ASSIGNED TO TEAMS OF THREE, WORKED ON A DECISION-MAKING TASK THAT HAD AN IDEAL SOLUTION. TEAMS WERE EQUALLY DIVIDED INTO TWO COMMUNICATION CONDITIONS: FACE-TO-FACE AND VIRTUAL (IN WHICH TEAMS USED A SYNCHRONOUS COMMUNICATION PROGRAM FOR ALL THEIR INTERACTIONS). NO SIGNIFICANT DIFFERENCES WERE FOUND BETWEEN THE TWO CONDITIONS IN TERMS OF TEAMS’ MEASURED PERFORMANCE, PERCEIVED PERFORMANCE, SATISFACTION, OR CONFLICT. HOWEVER, RESULTS UNDERLINE A COMPLEX IMPACT OF COMMUNICATION MEDIUM ON TEAM RELATIONSHIPS: TASK CONFLICT WAS SIGNIFICANTLY NEGATIVELY RELATED TO TEAM SYNERGY AND UBER-SYNERGY IN THE VIRTUAL CONDITION, BUT NOT IN THE FACE-TO-FACE CONDITION. MOREOVER, THE HIGHER THE TEAM’S LEVEL OF NEUROTICISM, THE MORE TASK CONFLICT THE TEAM PERCEIVED IN FACE-TO-FACE TEAMS, BUT NOT VIRTUALLY, WHERE THE RELATIONSHIP WAS REVERSED. REGARDLESS OF THE COMMUNICATION CONDITION, TASK CONFLICT IN A TEAM NEGATIVELY IMPACTED PERCEIVED PERFORMANCE, SATISFACTION WITH THE DECISION-MAKING PROCESS, AND COHESION. TEAMS HIGHER IN EXTRAVERSION WERE MORE SATISFIED WITH THE DECISION-MAKING PROCESS THAN TEAMS LOWER IN EXTRAVERSION, A RELATIONSHIP PARcialLY EXPLAINED BY AN INCREASE IN PARTICIPATION IN THE TASK.

DISSERTATION PROPOSALS

Tessa Basford successfully defended her dissertation proposal in August, titled “Please Accept My Sincerest Apologies”: Examining Follower Reactions to Leader Apology.

Recognizing gaps in our present understanding of leaders’ apologies, Tess’s dissertation aims to inform research and practice by studying follower reactions to leader apology. In particular, this investigation strives to add insight into how followers appraise leaders’ apologies and how these perceptions impact their attributions of leadership qualities and important work-related outcomes. Contributing to empirical knowledge on this topic offers practical value for leaders seeking to present themselves in ways that will generate favorable follower attributions and reactions following a transgression. Three key questions will be examined: 1) How do followers appraise the sincerity of a leader’s apology? 2) Do follower assessments of a leader’s apology sincerity impact follower reactions? 3) Why might follower evaluations of leader apology sincerity affect follower reactions?

Sumona Basu De Graff also successfully defended her dissertation proposal entitled “Leadership Predictors and Employee Consequences of Perceived Employee/Organization Goal Alignment.”

This dissertation will explore goal alignment in organizations, looking at the extent to which an employee’s understanding of their individual work goals and how they align to the goals of the organization has an effect on employee and organizational outcomes. Furthermore, the study will look at the leadership behaviors that enhance an employee’s goal alignment. Drawing from extant literature on goal setting, line of sight and strategic alignment, this study will contribute to the literature by providing the field with a better theoretical and practical understanding of goal awareness and alignment as it relates to established employee and organizational phenomenon.
RESEARCH LAB UPDATES

DR. OFFERMANN’S RESEARCH LAB
The team virtuality and diversity project (Kaitlin and Business School professors Sharon Hill and Andy Cohen) is currently collecting data from student teams in the Business School who work together over the course of the semester on different projects, culminating in a group project/presentation in early December. Specifically, they are interested in the impact of team composition as well as use of virtual vs. face-to-face communication on performance and process outcomes, and will be collecting data both this Fall and in Spring 2012 to get a sufficient number of teams.

The women and STEM research team (Kaitlin and former Organizational Sciences professor Mary Still) is examining the impact of professional networks and organizational climate on outcomes for faculty members in science, technology, engineering, and math (STEM) disciplines. Specifically, their focus is on barriers and stereotypes that may impede women from professional achievement in these male-dominated fields.

The Microagression team (Tess, Raluca, Sumona, & Salman) is studying subtle discrimination in organization, and currently has one “R&R” paper due back and another one submitted and under publication consideration.

DR. COSTANZA’S RESEARCH LAB
Dr. Costanza, Jess, Jamie, and Allison have been recently focusing on two projects this semester: A meta-analysis of generational differences in the workplace, and a methods comparison study assessing the methods of analyzing generational effects. The goal for the generational meta-analysis was to quantitatively study the research on generational differences in work-related attitudes and to provide guidance for future research and practice. The findings do not suggest meaningful differences among generations and that differences that do exist may be attributable to factors other than generational membership. This research was presented at APS in May earlier this year, and the manuscript is currently under review.

The methods comparison study addresses the challenges of partitioning the variance attributable to age, period, and cohort when studying differences between individuals and groups over time (e.g., generations). Four different methods that have been used in the literature are compared: cross-sectional group comparisons, cross-temporal meta-analysis at the group and individual levels, and cross-classified hierarchical linear modeling. Across two datasets, the cross-classified HLM provided the most accurate assessment of the relative impacts of age-period-cohort effects.

WORKPLACE AND VIRTUAL ENVIRONMENTS (WAVE) LAB
Dr. Behrend’s WAVE Lab focuses on organizational uses of technology. Allison, Jess, and Dr. Behrend have finished collecting and are continuing to analyze and write-up the results from a recent study examining the effects of Employee Performance Monitoring (EPM) systems on work attitudes and behaviors.

After presenting the findings at SIOP in 2011, Jess’s, Sam’s, and Dr. Behrend’s Internet recruitment project is currently under review. Specifically, they drew from cognitive load and media richness theories to examine how presence (the feeling of being present in the mediated environment rather than the immediate physical environment) affects the ability of a medium to convey information to job-seekers about jobs or organizations. They provide evidence that high-presence media may not be as effective as traditional Web sites in conveying information and that it is important to consider both cognitive load and media richness in order to get a complete picture of information acquisition in recruitment.
FACULTY & STUDENT PUBLICATIONS


*Indicates student publication.

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WELCOME, KAITLIN AND SAM!

We are excited to welcome two new students to the I/O program: Kaitlin Thomas and Samuel Kaminsky!

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**KAITLIN THOMAS**

Kaitlin Thomas earned her BA in Psychology from the University of California, Santa Cruz in 2010. She was born and raised in San Diego, California. Kaitlin’s research interests include modern sexism in the workplace, perceptions of women leaders, generational differences, and small group dynamics. She is a member of the Society for Industrial/Organizational Psychology, Phi Beta Kappa Honor Society, and PSI CHI. In her free time, Kaitlin enjoys baking, dancing, traveling, and playing softball.

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**SAMUEL KAMINSKY**

Samuel Kaminsky joined the program in 2011 after completing his B.A. in Psychology at The George Washington University and working for the Office of the Comptroller of the Currency. While completing his undergraduate studies, Sam was a member of Dr. Behrend’s WAVE Lab. Sam’s research interests include adoption of technology, training, and career choice. Sam was born and raised in New York City, NY and enjoys cooking, learning about new technology, and adding to his library of rap music.
NEW RDS FORMAT

You may have heard that there have been some exciting changes to Research Discussion Symposia (RDS), our brown bag research forum, this year. The goal is to make these sessions more interactive through a variety of different formats. This year, RDS will feature outside speakers, 2nd year presentations, student lead facilitated discussions, and workshops. In order to facilitate rich discussion around the different presentations, the expected contribution has changed. For each RDS, attendees are asked to complete a reading or two prior to the session. In the cases of facilitated discussions, attendees may be asked to provide a few questions ahead of time to keep discussion going.

To keep some continuity, RDS will be held bi-weekly. Jamie Severt and Garett Howardson have been the driving forces behind these changes and hope that these updated format will make RDS fun and informative. Their hope is that we can learn some new things and spark some interesting/beneficial conversations. Please keep an eye out for the final schedule sent over the listserv.

The I/O Fall Brunch

In October, faculty, students, and significant others gathered at David’s house for the department brunch.

From left to right: Jess, Tara, & Tess

Congratulations to Jessica Badger and Tessa Basford for passing their comprehensive examinations!!

STUDENTS @ WORK

Students in our department are interning in multiple private and public organizations to gain experience in the field. Here are some of the exciting organizations they are working with:

**Army Research Institute**
- Garett Howardson
- Jessica Badger

**Office of Personnel Management**
- Allison Brown
- Tessa Basford

**Fors Marsh Group**
- Michael Karim

**Health Analytics**
- Jamie Severt

Congratulations to Garett Howardson for completing his second-year project!

EUROTRIP 2011

David and Allison took 10 undergraduate students enrolled in the Organizational Science course, *Leadership and Culture*, to Europe in March earlier this year. They visited numerous international organizations including IKEA, Marriott, Heineken, and Embassies in Vienna, Prague, and Bucharest.

Outside the Vienna University after a meeting with their Vice Rector.
Every donor is important to our program’s mission. To contribute, please contact Javelle by phone: 202-994-1878 or email: jbracey@gwu.edu. If you donate via our web site at any time, please make sure you indicate “I/O Psychology PhD program” for your donation. THANKS for YOUR HELP!! If your organization would like to become a sponsor, please have them contact David Costanza at dcostanz@gwu.edu.