HOW TO CREATE A POSITIVE ORGANIZATIONAL CULTURE: I/O ALUMNUS DR. MARC SCHAPPELL

On October 23rd, Dr. Marc Schappell, Ph.D. 1990, spoke to the department about his exciting and varied career in the field after graduating from GW. His presentation, entitled “Culture Clash? Extrapolating a Professional Services Model to a Transactional Environment,” addressed a number of different experiences in his career and about the different organizational models that lead to success across different sectors of industry.

As an alumnus of the I-O Psychology program at GW and former student of Professor James Mosel, Dr. Schappell has worked for the last 25 years in both strategic management and consulting roles across several industries. After working for over 20 years with the Egon Zehnder International, a global leader in executive search, Marc decided to redirect his career once more, returning to Washington, D.C., as a founding partner in Washington Fine Properties in 1999.

Dr. Schappell spoke about the challenges of trying to instill a more collaborative culture into an industry (real estate) not known for collaboration. His success in making change is reflected in his firm’s success, as his firm is currently ranked #1 in the country by average sales price and sales volume per sales associate. Now in his role as Managing Partner, Dr. Schappell oversees strategic and corporate development, recruiting, and day-to-day operations. We really appreciated his sharing his insights with us!

AWARD SPOTLIGHT

Congratulations to Mike Karim for being a recipient of the SIOP graduate student scholarship. This prestigious award is awarded to only three students per year and will help to support Mike’s dissertation. His dissertation focuses on electronic monitoring on self-regulatory processes during learning, specifically looking at how the purpose of monitoring effects goal state, feedback perceptions, and learning.

Dr. Schappell (with the green tie) also met with students and Dr. Wirtz for lunch after his talk.

INSIDE THIS ISSUE:
- RDS Speakers
- SIOP Presentations
- SIOP 2015 Annual Conference
- Recent Publications
- Research Updates
- Fall Events
- Other I/O Activities and Events
- Research Discussion Series Schedule
- I/O Program Fun
SIOP Presentations

Behrend, T. S. (2015, April). IGNITE + Panel Session. In Handler, C. (Chair), Cutting edge technology—Disrupting the scientist-practitioner model. (Symposium)


Costanza, D. (2015, April). IGNITE + Panel Session: Sharing IO with the community. (Symposium)


Poeppelman, T. & Blacksmith, N. (2015, April). SIOP visibility: Personal branding in support of our mission. In T. Poeppelman (Chair)Visibility is key: building your brand as an I-O. (Symposium)


*Bold indicates student or I-O alumni presentation
Students continued the tradition this year by celebrating the second annual I-O New Year’s brunch. It is a great way to meet up with everyone after the holidays and spend a little time outside of the usual research setting. The doctoral students enjoyed the time together before the busy semester began.

The George Washington University’s I-O Psychology program would like to invite you to join us at our alumni event at SIOP! Plans are currently underway for the event and so stay tuned for the details on the event, including the date, time, and location!

Go see a Phillies game! This local team has a game every night during SIOP. Wednesday and Thursday evening you can see the Phillies take on the Marlins or see them play against the Braves on Friday, Saturday, or Sunday. There are even student discounts available on Wednesday and Thursday.

Get your fill of local culture by visiting the Liberty Bell or the Philadelphia Museum of Art. The Philadelphia Museum of Art is one of the largest museums in the United States and features art from the U.S. and around the world. (Remember the steps from the movie “Rocky”?) You can visit the Liberty Bell and learn about how it got its famous crack and the story of how it got to be where it is today.
**RECENT PUBLICATIONS**


**Blacksmith, N., & Poeppelman, T. (2014).** Three ways social media and technology have changed recruitment. *The Industrial-Organizational Psychologist,* 52(1), 114-121.


**APA, APS, EPA, AND AERA PRESENTATIONS**


**2ND YEAR PROJECTS**

Ryan Horn presented his second year project on February 27th at our Research Discussion Series. Ryan’s project investigates how certain aspects of video technology might affect job interview performance in technology-mediated interviews.

For his study, participants were interviewed in the context of a mock job interview conducted through a popular videoconferencing application and then subsequently rated by the interviewer, who was trained specifically for the study.

Lindsey Smith is reviewing the recent literature on teams and their use of virtuality. Many conceptualizations of virtuality exist and are presented in psychology, management, and technology journals. The goal of her project is to connect the theoretical and empirical research from various fields to create a basic framework for understanding team virtuality and its components.
RESEARCH UPDATES

DR. BEHREND’S WAVE LAB

The WAVE Lab continues to stay busy with lots of exciting research! In addition to ongoing projects and newly developing ones, both graduate and undergraduate members of the lab will be presenting their research at upcoming conferences including SIOP and APS. Ongoing projects include research on technology-mediated interviews, electronic monitoring and surveillance, and Mechanical Turk. Check out wave-lab.org for news and updates.

Recently Dr. Behrend co-authored a focal article for The Industrial-Organizational Psychologist that focused on misconceptions about convenience samples in I-O psychology, including those from sources such as Mechanical Turk.

She also will be giving an invited talk at the upcoming EPA conference in March. Dr. Behrend’s presentation, entitled "The Human Side of Big Data Analytics in the Workplace," will focus on the ethical issues inherent in common electronic monitoring practices in organizations and will feature research conducted by WAVE Lab members.

DR. COSTANZA’S LAB

Dr. Costanza’s lab continues to move forward with studying organizational phenomena. The research team continues to study adaptive organizational cultures and it’s effect on organizational survival. The lab also continues their work on a grant supported by the Army Research Institute (ARI) on the ways in which survival analysis and the incorporation of time into analyses can benefit organizational theory. The team is continuing to study high potential leaders and further investigate the identification process as well as the long term effects of being identified as a high potential. With interest in generations still being high, Dr. Costanza and member’s of his lab are investigating generational research as well as the implications that different methodologies have on the findings in generational research.

DR. OFFERMAN’S LAB

Dr. Offermann’s lab is currently collecting data for her grant from the Society for Human Resource Management (SHRM) to study women leaders. The team is currently investigating women who were identified as leaders over 20 years ago while they were in college and are following up with these women to learn more about their lives and careers, including their successes and career barriers. In addition to having collected survey data from 101 of these women, they are now conducting qualitative interviews to yield an in-depth look into the career paths of these women leaders from the very beginning of their careers up through the present. They will be presenting their first analyses of the survey data at SIOP in April. Dr. Offermann’s lab is also conducting another type of longitudinal study on implicit leadership theories. Team members are comparing individuals’ implicit theories of leadership from 20 years ago to the structure that exists today, discerning the implications of these findings and what it can tell us about views of leaders today in comparison to 20 years ago. They have already submitted results for conference presentation.
In November, students from the I-O program participated in the First Annual Graduate Student Consulting Challenge, sponsored by the Personnel Testing Council Metropolitan Washington (PTCMW). During this competition, teams made up of students from a number of different graduate schools were asked to submit an RFP focused on addressing a realist and practical issue faced by many organizations.

Notably, GW's own Nikki Blacksmith was instrumental in conceiving the idea of a consulting competition for graduate students and working with members of PTCMW to design and put on the competition.

One aim of the competition was to encourage networking amongst graduate students from a number of programs in the area. So rather than teams comprised of only members from a particular school, each team in the competition was represented by a number of different programs including GW, George Mason, UMBC, and Old Dominion University.

Students in GW's program were well represented among the winning teams, including one GW I-O student in each of the top three teams. These students were also recognized with their teams during the Annual PTCMW Fall Event in November.

The doctoral student’s attended the Personnel Testing Council of Metropolitan Washington’s Annual Fall Event at George Mason University. Dr. Scott Highhouse (center, photo right, with students Meredith Coats and Kaitlin Thomas), professor and Ohio Eminent Scholar at Bowling Green State University presented his work on common misconceptions about assessment which included the ideas that knowing more about a candidate is better than knowing less, that we are improving the validity of the job interview, and that we are on the edge of validity breakthroughs in assessment. The presentation was followed by a talent connection and networking event to connect with other I-O psychologists in the DC area.
At the end of the 2014 fall semester students and faculty took a break from their busy schedules to celebrate the holidays and the end of the year.

In addition to enjoying each others company, there were even some fun games! Students and faculty each had the name of a famous I-O psychologist taped to their back. To win, you had to guess which psychologist you had by asking others yes/no questions. It was fun and educational!

Members of the I-O Psychology program were fortunate to have the outgoing SIOP President, Dr. Jose Cortina, speak at RDS on December 21st. Dr. Cortina’s talk, titled “The revolution with a solution: Culling the madness from our methods,” touched on a number of important topics that are currently a focus in the field of I-O psychology.

Dr. Cortina is a professor in the I-O psychology program at George Mason University where he focuses on topics in meta-analysis, structural equation modeling, significance testing, and predictors and outcomes of emotions in the workplace. As the current SIOP president, Dr. Cortina chose a platform to focus on for his presidency. Dr. Cortina presented this information to us advocating for the re-evaluation of the current research process. Currently, he believes that there is too great an emphasis on generating new theory for publication. This mindset leads to proliferation of constructs and a lack of research replication which can hinder progress in the field. The students really enjoyed having a conversation about how the choices journals make in terms of what to accept for publication drives our science.

**Research Discussion Series Spring 2015 Schedule**

**January 30th**- Dr. Jeff Cucina from US Customs and Border Protection discussed the future of I-O Research and the implications for the field’s emphasis on new theory

**February 20th**– GW’s Kaitlin Thomas presented her dissertation proposal work on sexism and resilience in the workplace

**February 27th**– GW’s Ryan Horn presented his second year project on technology mediated interviews

**March 20th**– Dr. Sallie Keller, Virginia Tech Bioinformatics Institute

**March 27th**– Dr. Mo Wang, National Science Foundation and University of Florida

**April 10th**– GWU’s Lindsey Smith will present her second year project on virtuality in the workplace
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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.

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