On February 23rd, Dr. Mikki Hebl spoke with the department regarding subtle discrimination against protected groups in the workplace. In this talk, Professor Hebl focused on how subtle discrimination can be enacted through micro-transgressions and micro-incivilities. Subtle discrimination, she discussed, is problematic as individuals subjected to them often do not have recourse through legal channels. Professor Hebl addressed how individuals and organizations may be able to act to reduce such behavior.

Dr. Hebl described her unique approach to conducting behavioral discrimination research. Specific findings suggest that while an individual’s weight, gender, or sexual orientation might not affect their likelihood to be offered a job or assisted in a store, these individuals are often subtly discriminated against in less obvious ways. These subtle discriminations included using briefer words, not providing as much information, and using a condescending tone.

Dr. Hebl is a professor of psychology and management at Rice University. She graduated with her B.A. from Smith College and her Ph.D. at Dartmouth College. She joined the faculty at Rice University in 1998 and was given the endowed title of the Radoslav Tsanoff Assistant Professorship in 2000. Dr. Hebl is an applied psychologist interested in the ways in which social psychological phenomena can be applied to industries and organizations. Her research focuses specifically on workplace discrimination and the barriers stigmatized individuals (such as women and ethnic minorities) face in social interactions, the hiring process, business settings, and the medical community.

Please join us for our (approximately) bi-weekly research symposia. RDS sessions are held in the 3rd floor conference room Fridays at 12pm and feature student and faculty research, research/publication workshops, and invited talks.

This Semester, RDS has included a job talk from Dr. Tessa Basford, a discussion on the Army Research Institute from Chief of Basic Research Dr. Jay Goodwin, a discussion on self-restraint, indulgence, and cognitive effort by faculty member Dr. Nils Olsen, and a workshop delivered by faculty member David Costanza on the reviewing process. Upcoming RDS talks include:

- April 6th: Michael Karim will present his second year project and SIOP symposium talk. See page 5 for details.
Dr. Jen Harvel defended her dissertation entitled, “Using the Bogus Knowledge Scale to Detect Individual Differences in Faking: Examining the Impact of Variance in Applicant Faking.” In her dissertation, Dr. Harvel discusses how individual differences affect applicant faking. Individual differences include both the amount of response distortion applicants engage in, magnitude of faking, and the extent to which individuals differ in their faking behavior, or variability in faking. Her study used a bogus knowledge scale, which asked individuals to indicate their knowledge of or familiarity with fictitious concepts or items, to assess differences in faking behavior across individuals. Results indicated that individual differences in applicant response distortion did not impact the extent of faking on the prediction of task performance in an assessment center. Further, no differences in performance were observed between applicants who engaged in high faking magnitudes relative to those who respond honestly.

Dr. Tessa Basford successfully defended her dissertation entitled, “Please Accept my Sincerest Apologies: Examining Follower Reactions to Leader Apology.” In her dissertation, Dr. Basford sought to add insight into how followers appraise leader’s apologies and how these perceptions impact their attributions of leadership qualities and important work-related outcomes. Findings indicate that follower attributions of leader apology sincerity matter. When followers perceived their leader’s apology as sincere, they experienced more positive organizational outcomes (e.g., trust in leader, affective organizational commitment) than when they viewed their leader’s apology as insincere or did not receive an apology. Humility and transformational leadership were shown to be important mediators, providing explanatory insight into the mechanisms underlying these relationships.

Dr. Sumona Basu De Graff successfully defended her dissertation entitled, “Leadership Predictors and Employee Consequences of Perceived Employee/Organization Goal Alignment.” Her dissertation explores goal alignment in organizations. Specifically, she examines the extent to which an employee’s understanding of their individual work goals and how they align to the goals of the organization affect employee and organizational outcomes. In addition, the study looked 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 contributes 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 phenomena.

Dr. Nadeeka Jayatilake successfully defended her dissertation, entitled “The Effect of Structural Integration of Minorities in Leadership Positions on the Organizational Commitment of Lower Ranked Employees.” Her dissertation explores whether “structural integration” (or the increased proportional representation of minority employees, including racial minorities and women) in higher levels of management is associated with greater organizational commitment for employees in lower organizational ranks. The study also examined whether the reaction to this structural integration of non-traditional employees in management positions varies for minority and majority groups. The study found that lower ranked women had lower organizational commitment in response to increased structural integration of women. Lower ranked men had slightly more positive organizational commitment in response to increased structural integration of women in management positions, relative to lower ranked women. The study calls for an expansion of relational demography research to consider multiple identities and organizational/societal norms.

Brown, A., Badger, J., Behrend, T.*, & Jensen, J. Personality predicts acceptance of electronic monitoring at work. Paper to be presented Thursday at 4:30pm.


Cucina, J*, Walmsley, P., Martin, N.*, Gast, I.*, Curtin, P. Survey drivers II: new questions, new answers, new concerns. Paper to be presented Friday at 1:00pm.

Howardson, G., Behrend, T.*, & Brown, A. Training reactions: An affective theory approach for clarification and measurement. Paper to be presented Friday at 2:00pm.

Karim, M., Behrend, T.*, & Saqib, I. A multidimensional framework of learner control. Symposium to be presented Friday at 3:30pm.

Basford, T., & Offermann, L*. Gender microaggressions in the workplace: Perceptions and expected outcomes. Paper to be presented Friday at 4:30pm.

Current Student
*Alumni or faculty

**GOING TO SIOP? RECOMMENDATIONS FROM A SAN DIEGO NATIVE**

Our very own Kaitlin Thomas grew up in San Diego, so she knows a thing or two about the best things to do in the city. Here are her recommendations:

*note: $=<$10 , $$= $11-31 , $$$=<$31

Where To eat
- The Old Spaghetti Factory $$
- Athens Greek Market Taverna $$
- Anthony’s Fishette $$
- Dick’s Last Resort $$
- Bice Ristorante $$$
- The Fish Market $$

Best Attractions
- Walk Balboa Park, a city park with several museums and beautiful architecture.
- Take a ferry to Coronado and see the famous Hotel del Coronado.
- Visit the Gaslamp Quarter for shopping and restaurants, along Fifth Ave. Three blocks from the hotel.
- Take a tour or see a game at Petco Park stadium.
- Visit the San Diego Zoo.

**GWU’S SIOP DINNER**

Please join us for the annual SIOP dinner Thursday, April 26th at Dobson’s. GW’s Alumni Association will treat you to one free drink and h’ors d’oeuvres before dinner. Please contact Dr. Costanza at dcostanz@gwu.edu for details and to RSVP.
Good News Corner

Dr. Lee Colan will publish his 11th and 12th books in 2012:
- Leadership Matters: Vital Insights for the Inspiring Leader (CornerStone Leadership Institute) will be released in June.
- Stick with It: How to Get Great Results with any Strategy (McGraw-Hill) will be released in December.

Garett Howardson started as a research fellow at the Army Research Institute in the Personnel Assessment Research Unit (PARU). He is currently working on projects centered around non-cognitive tests that predict success in the Army.

Michael Karim and Garett Howardson are experimenting with a student-led consulting group that focuses on non-profit organizations. They are currently helping a local non-profit with their selection system and if all goes well, plan to expand and recruit more interested students.

Research
- David Costanza, Jessica Badger, Rebecca Fraiser, Jamie Severt, and Paul Gade’s meta-analysis on generational differences in work-related outcomes was accepted into the Journal of Business and Psychology.

New Positions and Promotions
- Jamie Severt accepted a position with the Army Research Institute at Aberdeen Proving Ground and plans to start this summer.
- Tessa Basford accepted a position with McKinsey as a consultant. She plans on starting this summer.
- David Foster was promoted to full professor of psychology at Western Oregon University in 2009.

Engagements
- Jamie Severt is getting married September 8, 2012.
- Allison Brown is getting married June 16, 2012.

Family Updates
- Noelle Scuderi and her husband John welcomed her third child, Collin Daniel, on April 3, 2011 in Little Rock, AR. Collin joins his big brother, Cameron (6 years old), and big sister, Clara (4 years old).
- Nick Martin and his wife, Allison, are expecting their first baby — a little girl — in April.
- David Foster’s daughter, Kaleigh, will be two and a half this March.

Got News?
Send your update to Kaitlin Thomas at krthomas@gwmail.gwu.edu or to Samuel Kaminsky at samuel.e.kaminsky@gmail.com for our fall newsletter!
SECOND YEAR PROJECT

Congratulations to Michael Karim, for finishing his second year project, entitled “A Multidimensional Framework of Learner Control”!

Advisors: Tara Behrend and Sharon Hill

Mike’s second year project sought to better define learner control and understand its effects on learning by providing both the first empirical investigation of scheduling control and subjective learner control. Although popular in organizational e-learning programs, scheduling control (or the degree to which learners may control their program’s time and location) has been largely ignored from learner control and e-learning literature. Furthermore, this study advances the assertion that learner control researchers have been unable to establish a reliable relationship between learner control and learning due to a reliance on objective measures of control. By reframing learner control as a multidimensional psychological construct, as opposed to a unidimensional instructional design element, this study draws from self-determination theory and resource theories of attention to understand how learner control affects learning processes and outcomes.

Results indicate that although both elicit positive trainee reactions, subjective instructional control (or the amount of control learners perceive over their program’s pace, content, and sequence) increases requisite off-task attention and subsequently decreases learning while subjective scheduling control increases learning. This study is currently under review and is the foundation of Mike’s symposium presentation at SIOP.

THE GRAD LAB GETS A FACE LIFT!

Although as graduate students, we feel lucky to have office space on campus where we can study, get work done, hold meetings, and use some fancy statistics software, the lab space nonetheless was a bit drab and dull, given its location in the basement of a townhouse around the corner from the Organizational Sciences department.

In an effort to improve the aesthetic and psychological properties of the common workspace, Allison Brown, with help from Samuel Kaminski and the financial support of the department, spruced up the space with some furnishings from IKEA (i.e., lamps, plants, desk accessories, and wall art). The lab now feels cozy and comfortable—a perfect place to work.

WEBSITE UPDATE

Did you know that the GWU Organizational Sciences department has a new website? This webpage was created by CCAS-standardizing the school’s look for all departments.

The department hopes that the website will be more user-friendly and provide prospective and current students, faculty, and alumni with the information they need to learn more and stay in touch.

Please visit the website at www.gwu.edu/~orgsci
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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.

Hope you enjoyed the newsletter! We wish you a safe and memorable rest of the year.

Yours Sincerely,
‘11-’12 Newsletter Editors
Michael Karim
Allison Brown

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