An Interview with one of the 30 most influential I/O Psychologists: Dr. Richard Klimoski

Author: Vicki Wang

Richard J. Klimoski holds a dual appointment as both Professor of Psychology and Management in the School of Management at George Mason University, Fairfax, Virginia. Dr. Klimoski joined the GMU faculty in 1995 as the director of Mason’s I/O Program. He moved on to become dean of the Mason School of Management in 2001. He was recently named by Human Resources MBA as one of “The 30 Most Influential Industrial Organizational Psychologists Alive Today.”

VW: Congratulations! How does it feel to be named as one of the 30 most influential I/O psy- (See Klimoski, page 3)

Spotlight on Mason Research

I/O Program Research Team Examines Cybersecurity Incident Response Team (CSIRT) Effectiveness Using Cognitive Tasks Analyses (CTA)

Author: Amber Hargrove & Carolyn Winslow

Principal investigators Lois Tetrick, Reeshad Dalal and Stephen Zaccaro, post-doctorate fellow Julie Steinke, and doctoral student project managers, Amber Hargrove and Carolyn Winslow are currently leading a team of researchers examining the principles of creating, running and sustaining an effective CSIRT. Individuals from Dartmouth College and Hewlett-Packard (HP) are collaborating with the Mason team on this $3 million, 3-year project funded by the Department of Homeland Security (DHS) to better understand cyber security teams. The research team is in the final year of this large-scale project that currently affords funding and applied research experience to a recent Mason PhD graduate and former team project manager, Tiffany Rose-Chen, ten doctoral students, and two psychology undergraduate students.

The work includes analyses of individuals, teams and multi-team systems (MTSs) that, in the aggregate, will improve understanding of CSIRT roles and responsibilities. To our knowledge, this work will be the first job analysis ever done viewing a CSIRT as a multi-team system, and its results will illuminate the critical structures, knowledge, skills, abilities, and other attributes (KSAOs), relationships and actions essential to an effective CSIRT. Moreover, although some CSIRT activities have been documented already, in technical guides for building and running a CSIRT, our team’s approach is

Letter from Your I/ON Editors

Author: Mark Gould & David Wallace

It has been a real honor to edit these past two issues of The I/ON. Though our impact factor may not be the envy of academic journals, we know we have a wide readership – not just within the GMU family of students, alumni, and faculty, but also across the greater I/O family. It is great to hear comments from alumni about how they read The I/ON to stay in touch, and to hear comments from other I/O psychologists about how they like to read

(See Letter, page 3)
Featured Alumni: Dr. Michelle Marks

Author: Julia (Lia) Engelsted

Dr. Michelle A. Marks is an esteemed Mason alumna. She currently serves as the Vice Provost for Academic Affairs at GMU, teaches at GMU’s School of Business, and continues to conduct research focusing on teamwork, including multi-team systems (MTSs), and leadership development. She is also an instructor at the Mason Institute for Leadership Excellence for executive leadership training, sits on dissertation committees for PhD students (both inside and outside the field of I/O psychology), served on the Editorial Board of the Journal of Applied Psychology, and was a founding board member of the Interdisciplinary Network for Group Research.

LE: What drew you to I/O psychology?

MM: My father was a school psychologist and he introduced me to the field of psychology. I was his guinea pig for new assessments. My mother was in personnel management and employee relations. They provided me with early exposure to personnel management and counseling psychology. I took an I/O psychology course in college, which excited me about work motivation, leadership, employee behavior, and bringing the psychological perspective to workplace effectiveness. I also thought about the job markets of various psychology positions and saw more demand for I/O psychologists. At James Madison University, I was a psychology major and completed an undergraduate honors thesis. The process of working with an advisor, conducting research, and publishing was helpful in two ways: It gave me a taste of the research process and helped me position myself to get into graduate school. In addition, finding a faculty member to connect with drew me to applying for graduate programs.

LE: How did you end up where you are?

MM: I started graduate school with uncertainty about whether I should take the academic or applied route. In order to support myself financially, I taught undergraduate classes at GMU. Through my teaching assistantships and faculty encouragement, I pursued the academic market. I received several offers. At Florida International University (FIU), I was funded to study MTSs to continue the work that I started with Steve Zaccaro. I was happy there for five years. Once I had a daughter, I wanted to move closer to my family in the Maryland area. I applied to jobs in the DC metro area, but didn’t apply to GMU. Rich Klimoski (who was on my dissertation committee and worked at business school at the time)
The I/ON for the articles. The I/ON was even cited in a recent issue of Industrial and Organizational Psychology (Vol. 7, Issue 3)!

A lot of work by a lot of people goes into making The I/ON happen each semester. The publication has been around for eighteen years, and in that time is has always been a 100% graduate student run publication. We cannot thank enough all of the grad students at GMU who conducted interviews, contributed their thoughts, and wrote articles to make this and every issue happen.

Our thanks, too, and our congratulations to Lois Tetrick on completing her first year as The I/ON faculty advisory. Dr. Tetrick seems to be pretty smart, and we think she has a great future in the I/O field.

We hope you enjoy this latest installment of this venerable publication, and we hope to see you at SIOP!

(RK: I was surprised first and then a bit embarrassed. To receive the honor and then to be acknowledged by the people from Mason has been very satisfying. It was also a pleasant surprise and I am still not quite sure how I got on this list. I didn’t seek it out and I don’t know the process, but being around for a while is probably one of the reasons why.

I do believe longevity plays a part, but so do some of things that I have accomplished along the way. It also certainly helps being employed by a major university. The accomplishments of the faculty and graduate students I interacted with at Ohio State must have helped. And coming to Mason to build up the program here may have also have contributed to my reputation. I was also able to accomplish a lot at Mason in a relatively short time so building its reputation probably contributed to mine as well.

Professional engagements have also helped. Being a part of SIOP and filling a visible role, such as president, promoted my visibility.

VW: In addition to all of your accomplishments, what would you say is your ultimate goal?

RK: I guess it would be legacy of institution building. I am most proud of the fact that when I have worked in various places, I left them better off than they were. When I first arrived at Ohio State, the I/O program was not as well regarded as it used to be. Working with colleagues such as Milt Hakel and Bob Billings, we were able to rejuvenate the I/O program.

When I came to Mason in 1995, I also had a chance to have an impact on the I/O program. More recently, after being asked to serve as the dean of the business school, I had still another opportunity to make a difference. It is having this kind of legacy that gives me a lot of satisfaction.

VW: Your work and interests in effective management, teams, and successful leadership has been very enlightening. What are you currently working on?

RK: My research reflects an interest in trying to understand the forces that play out and shape worker behaviors, such as those engendered by leaders and especially teams. I am very interested in team dynamics and leadership in teams, particularly in the development of senior leadership capabilities. Combining those, I am curious about the dynamics of top management teams and how they play out to affect behavior and performance.

Currently, I have a paper being reviewed that deals with senior organization leaders. How their style interacts with their management teams to produce a positive effect on performance at the organization level. I also recently had a book come out on project management and HR management space as part of the SIOP Practice Book series. Moreover, I am looking at leadership in the cyber security arena.

VW: What direction do you see your research going in the future?

RK: Generally, I continue to be interested in
addressing other CSIRT activities not captured in such documentation, include coordinating with many different parts of an organization, most of which are not focused on computer security. The principles, processes and decision aids generated by this research will inform and enhance the way DHS and related public and private sector organizations staff, train, support and sustain CSIRTs. The overall result will be improvement of CSIRT decision-making and effectiveness, thereby improving cyber infrastructure resilience.

In order to capture the decision-making processes in such a cognitively-demanding work environment, the research team explored creative ways to capture the KSAOs used by CSIRT employees who are often faced with ill-structured, high-risk problems that must be resolved under high time pressure and ever-changing conditions. One method the team chose was a cognitive task analysis (CTA), a contemporary approach to job analysis. CTAs use in-depth interviews with workers to collect detailed, process-oriented explanations of thoughts and decisions. In doing so, CTAs are not only able to capture what tasks are necessary for a job, but also how workers in cognitively demanding jobs accomplish their tasks (e.g., mental processes used; Brannick & Levine, 2002). Daniel Shore, a 4th year doctoral student, led this aspect of the project, assisted by Amber Har-grove, Alan Tomassetti, Jennifer Green, and Qikun Niu.

Our study consisted of 28 CTA interviews with CSIRT analysts. Each interview was comprised of two phases. The first phase included a critical decision methodology (CDM). The CDM began by asking for a retrospective description of a specific non-routine, challenging incident (Klein, Calderwood, & Macgregor, 1989). This step was then followed by questions about information used (e.g., patterns in the data) and choices made that led to a specific, critical decision made during the incident. The second phase involved the creation of a cognitive task diagram. During this phase, participants were asked to draw and explain a box-and-arrow diagram of the cognitive steps they took (e.g., understand details of the case, plan a response for mitigation, determine whether enough information is known) when carrying out the specific critical decision they chose.

The most prominent cognitive abilities found in our interviews included the following, with the exact number of statements in parentheses: problem sensitivity (143), critical thinking (142), information ordering (84), memorization (76), adaptive thinking (51), inductive reasoning (49), and flexibility of clo-

sure (42). We found these abilities were well-aligned with those that emerged during numerous focus group interviews also conducted with CSIRT analysts (e.g., identifying problems, evaluating options, knowledge about network systems).

Our results can enable CSIRT managers and team leaders to identify the cognitive abilities necessary for their teams and prioritize which of these abilities should be included in the design of future training exercises and in the selection of team members when building a team. Furthermore, using a common language of abilities allows for meaningful comparisons among analysts, and even across teams and job types. Ultimately, we believe the data resulting from our use of the CTA can improve the effectiveness of CSIRTs through the identification of team strengths and deficiencies in terms of decision-making abilities. Future research might expand beyond CSIRTs to include other types of teams.

References


It’s Been A Year! Perspectives from First-year Students

Authors: Balca Bolunnez, James Meaden, & Chelsey Hartzler

Balca Bolunnez

It is hard to believe the first year of the doctoral program is almost over! Getting to know my amazing cohort, learning from Reeshad in his situational strength and decision-making labs, sharing Eden’s wisdom in her diversity lab, and working with other faculty and students on cyber security team
effectiveness made this year quite memorable. I feel lucky that certain aspects of the program, such as working with more than one faculty and the pre-comps paper requirement, have already set me up for my goal of continuing the academic route upon graduation.

Of course, great things always come with challenges. Surviving the first year required me to shuffle multiple personal and professional responsibilities that at times was quite overwhelming. Two strategies that I developed based on the invaluable advice from my advisor Reeshad have been helping me when I get overwhelmed. The first strategy is seeking advice: when I do not know how to solve a problem, I often seek advice from a senior student. Luckily, we have a wonderful crew here and people are always willing to help. The second strategy is appreciating the cohort support: seeing the smiling face of a friend, who knows exactly what I am experiencing, has a magical calming effect during stressful times. Also, I have been learning a lot from my cohort in research labs and class projects, and I look forward to my future years working with them!

James Meaden

My first year in the I/O program at GMU has surpassed my expectations (and they were already set very high!). I completed a second undergraduate degree at GMU in the summer of 2013, and already held the school and psychology program in high regard. The diversity of the school and its proximity to the nation’s capital cultivate a very open minded and experienced student body, and you never know who you may be sitting next to in class (I just happened to share a desk with a Miss India from the 1990s).

My initial interaction with students from the I/O program was actually not at Mason, but at my internship at the Army Research Institute (ARI). Obtaining an internship was a priority for me, and there are many opportunities to do so. In fact, in my cohort at least, any student who wanted an internship had one within a month or so of the start of the semester. Such applied experience is a huge bonus to the program and really complements the coursework and research conducted on campus. I began my internship at ARI three weeks before classes started, and had met many GMU I/O students in that time. They were all very friendly and welcoming, and spoke highly of the program. Specifically, I recall almost everyone mentioning how collaborative and supportive the program is (both faculty and other students), that pursuing your own research interests is encouraged, and that you really do get out what you put in. As I reflect on my first year, I could not agree more with these statements.

If there is one piece of advice that I would give to first year students, it would be a quote from a fourth year student and ARI intern, “you don’t know what being a graduate student is really like until half way through your first semester”. This is, at least in my experience, very true! Although you schedule time for readings, papers, projects, exams, research, work, etc. it isn’t until some of the deadlines start approaching that you really get a feel of the waves of intensity that come with being a graduate student. Bottom line? … It’s never too early to start chipping away at projects and papers that are not due until the end of the semester!

Chelsey Hartzler

The first year of my MA program at GMU has been both challenging and rewarding. It didn’t take me long to get acclimated to the program as the workload is intense and you have to figure out your own way of managing it rather quickly. The best thing about learning how to manage your new responsibilities as a grad student is that you are going through this experience with your cohort and as a result you develop close friendships quickly. There are a lot of opportunities to participate in research at GMU, and it can be challenging to decide what you have time to commit to when there are so many interesting projects going on. GMU students also have many opportunities to secure internships and fellowships with a variety of organizations. My experience as a research fellow at ARI has been extremely rewarding. I have had the opportunity to expand my research, data management, and data analysis skills while working closely with my mentors and peers on various research projects. When I first started my program I was told that the first semester would be the most challenging and I think that this is true, but what you take away from this experience is well worth the hard work that it takes to be a successful graduate student.
### Mason’s 2015 SIOP Conference Contributions

**Thursday, April 23, 2015**

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<tr>
<td>Cheung, H., Liu, S (2015, April). Comparing effectiveness of promotive and prohibitive voice. Poster will be presented at the 30th annual meeting of Society of Industrial-Organizational Psychology, Philadelphia, PA.</td>
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<td>Brooks-Shesler, L. Borns, J., &amp; Tetrick, L. (2015, April). The moderating effect of social exchange relationships on innovative behaviors. Poster to be presented at the annual conference of the Society for Industrial Organizational Psychology, Philadelphia, PA.</td>
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<td><strong>King, E. B.</strong> (2015). The places we should go: Field experiments and IO psychology. Paper presented in S. Tonidandel’s &quot;Going forward by going back: Ignite our basic stats!&quot; A symposium to be presented at the annual conference of the Society for IO Psychology in Philadelphia, PA.</td>
<td><strong>Special Events</strong></td>
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<td>Posnock, S., <strong>Medvin, E., Bleiberg, M.,</strong> Niler, A., Kanfer, R., &amp; <strong>Zaccaro, S.</strong> (2015, April). In S. Zaccaro and S. Posnock (Co-Chairs), Multi-team systems: Determinants and dynamics of emergent states. A symposium to be presented at the annual conference of the Society for IO Psychology in Philadelphia, PA.</td>
<td><strong>Symposium/Forum</strong></td>
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<td>Kim, S., Park, Y., &amp; Niu, Q. (2015, April). Micro-break activities at work to recover from work demands. Poster to be presented at the annual conference of the Society for Industrial Organizational Psychology, Philadelphia, PA.</td>
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<td>Pitts, V., Tetrick, L., Beatty, J., McGonagle, A., &amp; Shaw, W. (2015, April). In V. Pitts and A. McGonagle (Co-Chairs), Chronic pain in the workplace: I/O research and practice opportunities.</td>
<td>Panel</td>
<td>5:00 PM in Franklin 09</td>
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<td>Day, D., Wallace, D., Zaccaro, S., Dragoni, L., Griffith, R., &amp; Moye, N. In D. Wallace and S. Zaccaro (Co-Chair), Motivating leaders to develop: Research and practice.</td>
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### Saturday, April 25, 2015

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Welcome to Philadelphia!

Author: Carolyn Winslow

By now you are well-aware that this year’s SIOP conference will be taking place in Philadelphia. Given that last year’s conference was in Hawaii, this year’s location may seem like a bit of a let-down, but as a native Philadelphian, I would like to tell you about the City of Brotherly Love and what is has to offer!

Points of Interest

The Philadelphia Museum of Art and nearby Rocky Statue. Located at the end of the Benjamin Franklin Parkway, the Philadelphia Museum of Art is the third-largest art museum in the country and is home to several impressive holdings in Renaissance, American, Impressionist and Modern art. Even if you are not an art guru and do not wish to tour the museum itself, I would still recommend walking around the beautiful museum grounds, including paying a visit to the popular Rocky statue and “Rocky Steps” (i.e., the stairs leading to the East Entrance of the Museum). Making the trip up these symbolic steps is a must-do during your visit to Philadelphia, if not for a sense of achievement, then for an incredible view of the Parkway and Center City skyline.

Anywhere that sells a cheesesteak. Cheesesteaks are a bit of a civic icon in Philadelphia, so no visit is complete without eating a cheesesteak. Order “one whiz wit” if you want to sound like a local (and can allow yourself to consume processed cheese and fried onions). Pat’s and Geno’s are famous tourist stops, but my personal favorite is Steve’s Prince of Steaks.

Reading Terminal Market. Just a few blocks away from the conference hotel, Reading Terminal is the oldest continuously running public market in America. Stop by for lunch from one of 100 plus merchants boasting practically every type of cuisine you can imagine.

Mural Mile Walking Tours. One great way to explore center city Philadelphia is by taking a stroll through Mural Mile, the “world’s largest outdoor art gallery.” It was originally started in order to deter graffiti throughout the city, and now boasts nearly 20 different murals. Note that you can either purchase a ticket for a tour with a guide or opt to take a free self-guided tour at your own convenience – just simply download the audio file: http://www.muralarts.org/tour/mural-mile-walking-tours

Drag Night at Bob and Barbara’s Lounge. From 10PM to 1AM every Thursday night-Friday morning, Bob and Barbara’s “Miss Lisa” hosts the longest-running Drag Show in Philadelphia. Dirt cheap drinks and always a fun, energetic crowd - be sure to get “the special” if you go!

LOVE park. Located at the entrance to the Benjamin Franklin Parkway (the opposite end of the Art Museum), Love Park is a nickname for John F. Kennedy Plaza due to the large, iconic LOVE sculpture located within the plaza. It’s just a short distance from the conference hotel, and a fitting photo opportunity in the City of Brotherly Love.

Kimmel Center for the Performing Arts. This breathtaking building (both inside and out), includes several beautiful performance spaces that were designed to acoustic perfection. The Center is home to the Philadelphia orchestra, and regularly features a variety of classical, jazz, and pop performers – a definite must-see/hear for those who enjoy architectural beauty and/or live musical performances.

Food and Drink

BYOB Restaurants. Philadelphia is home to an abundance of BYOB (Bring Your Own Bottle) restaurants, many of which are quite cozy, offer superb food, and are relatively cost-efficient. Some of my favorites are: Audrey Claire (Mediterranean), Marrakesh (Moroccan), La Fontana Della Citta (Italian), Little Fish (seafood), and Kanella (Greek). Beware, many of these restaurants are cash-only and do not take reservations, but they are worth the trip to the ATM and the wait! To find a BYOB that fits your appetite and budget, check out this neat interactive map: http://www.visitphilly.com/maps/category/byob-bring-your-own-bottle/13/55/

Non-BYOB Restaurants. Beyond BYOB restaurants, I would recommend visiting one of restaurateur Stephen Starr's famous eateries for both the food and the experience (El Vez and Alma de Cuba are always fantastic, although the latter is a bit pricey). Some

(See Philly, page 13)
reached out to me and what resulted was a job at Mason’s School of Business. After about five years, I moved to the Provost office, shifting from teaching to full time administration. For the last three years I have been the Vice Provost for Academic Affairs. Overall, very unexpected and unplanned.

**LE:** What was the transition like going from I/O psychology programs (George Mason and Florida International University) to business (GMU’s School of Business)?

**MM:** It was exciting to make the move from research based teaching to more applied teaching. My research on leadership development and team effectiveness continued unchanged, with one exception - I no longer had a funded lab like I had in the I/O department. I, therefore, had to shift my focus to strategic alliances and more applied topics. Teaching, however, was dramatically different, particularly because the audience was really different. At FIU, I taught undergraduates and doctoral students. At the business school, I taught executive MBA and MBA students who were working full time and brought in a lot of workplace experience. Rather than talking about journal articles and research, the business school focused on workplace applications. Rather than critiquing and explaining research as I did with doctoral students, my role in the business school was bridging the gap between research and practice. Overall the transition was challenging, but a great opportunity to learn from the business students from their experiences and hear what is happening at their companies.

**LE:** Let’s go back in time and reminisce about your experience at GMU. What are your fondest memories?

**MM:** I have very positive memories of graduate school. The first day on campus, Steve Zaccaro showed me where my research assistant desk would be. It was in a windowless broom closet in Robinson B (called the cave). The first day was spent cleaning out the closet.

The friendships and working relationships between the MA and PhD cohorts was terrific. We had a hierarchy system between the graduate students where the older students would help the younger students. Overall, it was a very supportive and intense experience. I am still in contact with my colleagues.

**LE:** Do you have any advice for current master or PhD students?

**MM:**

- Separate other people’s ideas from your own and go with what you believe is right for you.
- Don’t underestimate the power of support systems. When life is overwhelming, build friendships and relationships and maintain them over time.
- Use your GMU alumni network. The network has expanded and is very large with graduates in institutions, universities, local and international consulting firms. When seeking job or career advice, take advantage of the network.

**LE:** In your opinion, what are the biggest issues facing the current workforce?

**MM:** The aging of the American and global populations; people are living longer. If people are retiring at 65 and living to 120, we will bankrupt our country. We need to think about the aging of our population as a big change to the workplace and how it impacts the ability to hire, retain, and motivate employees. Right now there is an emphasis on hiring top talent at efficient wages, but as the population ages, this will need to change.

**LE:** Where do you see the field of I/O psychology?

**MM:**

- **Diversity.** Demographic trends reveal that we will have more diversity and changing minorities over the next decade. It will be important to manage the strength and challenges of diversity, take advantage of the opportunities that diversity brings, and set up institutions for success.
- **Technology and predictive analytics.** I/O psychology needs to move into the field of predictive analytics. Predictive Analytics is being used in every domain from public health to cybersecurity. Information will increasingly be at our fingertips. While I/O psychologists are strong in creating assessments, 20 years from now, the information will be widely available so that measuring will be less relevant and analyzing and interpreting the data will be valuable.
- **Expand our toolkit.** I/O psychology has been
the staffing of teams and their management. While still not well developed, I am increasingly impressed with the notion of teams of teams in the context of team science and programs or multi-team projects.

**VW:** You have been so instrumental to the development of the I/O program at GMU. What was the transition like going from I/O Psychology to the School of Business?

**VW:** It was complicated on several levels. A typical business school is more diverse and heterogeneous in composition. You see differences in the students and their programs. You find more variety, world views, and more varied assumptions in business. The MBA students are very different in their careers goals, needs, and work habits. In psychology, for all the sub-disciplines there is still greater commonality. There is no PhD program in Mason’s business school, whereas in I/O psychology, there are both Masters and Doctoral programs.

Another difference that made an impact was the timing. By the time I had become Dean, the business school had lost some good people. So I had a lot of rebuilding to do. Unlike the time I came to Mason into Psychology where the I/O program was already pretty good, when I came over to the business school it was at square 1. The challenge was to not only hire good faculty but also how to create the right systems in order to be a successful business school.

**VW:** In your opinion, what are the biggest issues facing the current US workforce?

**RK:** Compensation levels in the world of work need to be addressed. Decisions are being made at the highest level the company that appears to limit worker compensation gains in the last 10-15 years. It is a problem for many American workers and could become a real problem for the companies that employ them. I am pleased to see reports in the press that some senior organizational leaders have decided to improve the compensation of workers in certain industry sectors.

**VW:** What is one thing you believe all I/O psychologists should know?

**RK:** I/O psychologists should know how the business side of things affect leader decisions and how this in turn affects worker behavior. We need to be more appreciative of the need to make strong business arguments for the research that needs to be done and the research findings that should be implemented.

**VW:** Do you have any advice for current Master or PhD students in the field?

**RK:** You can never be too strong in your oral and communication skills. Continue to work on these. To be credible effective communication is critical. In this regard it is also important to be able to be persuasive. It also important to build and maintain social capital throughout your life span and to be well connected.

**VW:** What was the most valuable lesson or advice that you have received?

**RK:** I was mentored by those who were well-read. As a result, I read voraciously in many areas both in and outside the I/O field. You need to be aware of the diversity of research going on around you because with that, you will have a greater chance of recognizing opportunities, even synergies in your research or practice efforts.

While some I/O psychology students do take a broad look at topics in the applied areas, I am disappointed that they don’t get in touch with the basic literature in Psychology. Being well-read will go a long way to enhance your capabilities and opportunities for success.

**VW:** You are the director for SHRM and a professor and area chair at GMU, not to
mention, you are a fellow of many associations and still able to get involved with many businesses. How do you balance everything?

RK: I have a low tolerance for routine and enjoy the variety. I also have decided to explore many interests over the years. It doesn’t seem to be a problem, I can get a lot done in the course of a day and work across many different venues.

VW: What do you enjoy doing in your free time?

RK: I enjoy traveling, some modest athletics (i.e. jogging), reading, collecting art, and collecting antique clocks.

VW: Is there a quote you’ve come across in your life that has always stood out to you?

RK: “The best way to predict the future is to create it.” While many people have claimed to have said this, I find that it still rings true.

This also implies that you should not be afraid to take risks (professional or personal) in life, but also be prepared for setbacks. If you are always concerned about the possibility of failure then you won’t reach your full potential.

Old City. A visit to Philadelphia is not complete without a visit to historic Old City Philadelphia for a dose of good ol’ American history. Popular destinations in this charming neighborhood include: Independence Hall, the Liberty Bell, the Betsy Ross House, Christ Church, and Elfreth’s Alley.

Northern Liberties

Although not easily accessible by public transportation (I suggest taking a cab), this up-and-coming neighborhood is the ideal location for those seeking to explore somewhere “off the beaten path.” If the weather is nice, be sure to visit the Pizza at Schmidt’s (a European-style open space surrounded by shops, restaurants, and galleries) and Frankford Hall, a fun and (mostly) outdoor German beer garden.

Rittenhouse. Akin to New York City’s Upper East Side, Rittenhouse is home to the city’s most posh residents. While there, be sure to check out the beautiful Rittenhouse Square Park (a much smaller version of Central Park), and Rittenhouse Row (hundreds of fine dining and high-end retail stores that stretch from Broad Street to 21st, between Spruce and Market Streets). This is also home to a number of great brunch spots, including Parc,

These are just some highlights of the great city of Philadelphia. For more information, please visit:

http://www.visitphilly.com/
http://www.uwishunu.com/

Enjoy your stay!

other delicious options include: Village Whiskey (gourmet pub grub—be sure to try the burgers!) Barbuzzo (Mediterranean), Lolita (contemporary Mexican).

Drinks. Check out The Franklin Mortgage & Investment Co. (an underground speak-easy bar featuring fancy cocktails and some of the city’s most talented bartenders), National Mechanics (a modern bar located in a beautiful historic building, for those who enjoy ambience), and/or Dandelion (English-style pub). Beer snobs should check out Monk’s Café and/or Eulogy Belgian Tavern. Finally, if you like to go out and dance, be sure to visit Plough and the Stars or Howl at the Moon on Thursday night when there’s live music.

Neighborhoods to Visit

Like most cities, Philadelphia is home to a variety of different neighborhoods. Here are the top three that I would recommend checking out during your visit:

(Philly, continued from page 10)


Smith, N. A., Sabat, I. E., Martinez, L. R., Weaver, K., & Xu, S. X. (in press) A convenient solution: Using MTurk to sample from hard-to-reach populations. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

Good News Corner:

We are excited to be welcoming incoming faculty Lauren Kuykendall to the I/O program starting Fall 2015! She will be a fantastic addition to our program. We will be having a full profile on her in the Fall edition.

PhD student, Isaac Sabat has been killing it these last few months! Isaac recently married his fiancé and fellow I/O researcher, Dr. Larry Martinez! Plus, he has no fewer than 6 publications to contribute to our recent achievements section. But that's not all! He also received the following awards:

- A SIOP Student Travel Award for the 2015 conference in Philadelphia.
- The SIOP Best LGBT Research Award

Eden King received a grant from NSF with co-investigator Scott Tonidandel at Davidson College. The title of their grant is "When Team Diversity Facilitates Performance: Understanding and Overcoming Fractured Behavioral Patterns". Congratulations, Eden!!!

Amanda Anderson has been busy! First, she and her husband Jon Anderson welcomed their daughter, Charlotte Emily, into the world on March 4th. In addition, she received the SIOP Graduate Student Scholarship and a Dissertation Completion Grant from George Mason University's Office of the Provost to support the completion of her dissertation.

Congratulations to Jennifer Green and James Meaden for receiving the 2015-2016 Dean's Challenge Award for Ph.D.s and MAs respectively! Winners are acknowledged and rewarded with a stipend by the College of Humanities and Social Sciences for their outstanding academic achievements.


Ron Vega successfully defended his dissertation, “Why use flexible work arrangements? A policy capturing study examining the factors related to FWA utilization.” Congratulations, Ron!

Following up on the good news of her marriage last issue, Mengmeng Zhu had her first child, a baby girl named Aiia Sher, on March 9th! What a great way to start off the year!

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About GMU’s I/O Program

The Industrial/Organizational Psychology Program at George Mason University is housed in the Psychology Department. The department itself is a part of the College of Humanities and Social Sciences, Deborah Boehm-Davis, Dean. For further information on the I/O Program, please contact Dr. Lois Tetrick at ltreck@gmu.edu or the graduate secretary at psycgrad@gmu.edu. Please also visit our website at http://www.gmu.edu/org/iopsa.

If you are GMU I/O Alumni . . .

We love to hear what you’re up to! Please keep us informed of your life changes, from your mailing address to SIOP fellowship nominations. If you are willing to be interviewed for our alumni column or wish to contribute to the newsletter in any way, please e-mail us at ionnewsletter@gmail.com.

Website and E-mail for The I/ON

Current and past issues can be viewed at our website, http://www.gmu.edu/org/iopsa/theion.htm. For questions or comments, please contact us at ionnewsletter@gmail.com.