As students (and researchers), it is easy to overlook the applied value of the theories we spend so much time studying. However, understanding the application of our research is critical to our success. As part of a continuing series of articles in the I/ON, in this column we will discuss the applied value of our research. We seek to bridge the divide between researchers and practitioners by highlighting both the theoretical and practical implications of our work here at Mason. This issue’s topic: leadership in the military.

A Day in the Life...of a Mason I/O Graduate
Authors: Cliff Haimann & Kristen Jones

A day in the life of an applied industrial organizational psychologist is quite different from that of an academic I/O psychologist. However, the skills and training acquired from George Mason’s I/O graduate program have proven beneficial to alumni going either route. Recently, Cliff Haimann had the opportunity to chat with Mason alumnus Dr. Zack Horn and learn about the life of a working applied psychologist while Kristen Jones spoke with Mason alumnus Dr. Gilad Chen to gain insight into the reality of an academic position. The alumni discussed “an average day in their respective jobs”, benefits and challenges, and the valuable skills they’ve learned in graduate school. They also provided some very helpful advice!

Mason’s Contributions to this Year’s SIOP Theme Track (on Contemporary Workplace Discrimination)
Author: Tracy McCausland

Every year, our program devotes a brown bag to ‘Navigating SIOP Successfully.’ Traditionally, this discussion is directed toward our first year students because the first time receiving the official, half-inch Conference Program is, no doubt, overwhelming. Heck, even as a third year I still feel overwhelmed! I have the same problem trying to order cheesecake from The Cheesecake Factory®. There are just too many amazing options on the menu. When I do finally decide on which symposia, poster sessions, or other events to attend, my personal SIOP schedule is more akin to a workout routine; start in Conference Room A then go to Room D and then back to Room A….

So, I am here to help make your SIOP scheduling easy...well at least for Thursday. Theme Tracks are ‘conferences within a conference’ that delve deeply into a cutting-edge topic or trend. The SIOP Thursday Theme Track on April 26th, will be devoted to contemporary scientist and...
At Mason, we are very fortunate to be located right next door to large parts of an organization with perhaps the biggest need for applications of I/O research - the military. Not only is the military’s workforce enormous and spread out all over the world, it is also constantly bringing in new recruits and needing to find ways to train them to achieve their potential and to help them remain satisfied in sometimes extremely challenging conditions.

Mason has a long tradition of working with the military to help inform policy decisions. This tradition continues in the ongoing research of two of our current students, Eric Weis and Lisa Black.

Both Eric and Lisa are combat veterans of the war in Iraq, which in part led to their research interests on soldier well-being and development. More specifically, Eric is examining what can be done to better prepare soldiers for the extreme combat environments they encounter. In his dissertation work, Eric argues that, while the military does have great practices in place to prepare leaders mentally and physically, they fail to take into account the components of emotional and social adaptive readiness that also need to be developed prior to deployment. Without these adaptive skills in managing the emotional and social challenges that arise in the combat environment, soldiers encounter tremendous difficulties making the switch between life in combat and life back at home.

According to Eric, the military traditionally has focused on addressing soldiers’ difficulties through the use of post-combat support programs. In addition to these programs, Eric believes that more can be done in the leader training and doctrine areas prior to combat deployments to address behaviors that facilitate adaptive emotional and social responses to extreme situations. Toward this end, Eric is attempting to develop a taxonomy of leader behaviors that can promote adaptive readiness during performance episodes. These behaviors include cognitive, emotional and social components. His goal is to show that leaders with these behaviors outperform their peers in a number of performance and adaptive readiness outcomes. If the data support his theory, his next step will be to present his work to senior military leaders in hopes of fostering military leader doctrine change.
All Aboard the Research Train: Researching Abroad in China and Cyprus

Authors: Xiaoxiao Hu & Vias Nicolaides

Two of our international students, Xiaoxiao and Vias, wanted to share some of their experiences about conducting research abroad. They offer some information with regard to opportunities and challenges researchers face while doing organizational research outside of the United States. Our first stop will be China with Xiaoxiao and then we’ll go off to exotic Cyprus with Vias. Apart from conducting research, they always welcome you to visit their beautiful countries for fun!

Conducting Research in China by Xiaoxiao Hu

I have been fortunate enough to have opportunities to collaborate with a few management scholars from universities in Mainland China. I initially met them in conferences held in China and the United States. Given the rapid globalization and the fast development of management science in China, Chinese management scholars nowadays are increasingly interested in forming international collaborations with scholars in the U.S.

Since many of these Chinese scholars carry out consulting projects for organizations on a regular basis, they often have rich knowledge and great insight with regard to how organizations operate in the “real world” and the current problems faced by managerial professionals, especially in the Chinese society. Thus, one advantage of collaborating with these scholars is that their often considerable experience working with actual organizations helps strengthen the practical implications of the research. Another benefit of working with these scholars on research projects is that they often have abundant connections with organizations. Many of these Chinese Scholars teach MBA classes regular-

Check out the New and Improved IOPSA Website:
http://www.gmu.edu/org/iopsa/

Many thanks to Alexis Gray, Evan Kleiman, Cliff Haimann, and everyone else that made this happen.

We want to take a moment to thank all of our writers, Dr. Seth Kaplan, our faculty advisor, and Stephanie Odenheimer, our wonderful I/ON committee member. We appreciate all of your work. We are sad to pass on the torch, but we are confident that our successors will continue to provide you with the quality newsletter that you have become accustomed to. Thanks for reading!

We’d like to give you a glimpse of what to expect in this edition. The newly updated I/O space (check out Enhancing Our Program’s Technology Capabilities, page 10 for the details) is a buzz with SIOP just around the corner. To help you plan what to check out at the conference, see page 6 for all of Mason’s submission and page 9 to help you plan what to do in San Diego. We have a two part follow up of our “A Day in the Life…” segment that shadows two alumni through their academic and applied work as I/O Psychologists: Dr. Gilad Chen a Professor of Management & Organization at the University of Maryland’s Robert H. Smith School of Business and Dr. Zack Horn an employee at Aptima. Speaking of shadowing, two new students, Alex Lindsey and Daniel Shore, teamed up to bring you a piece highlighting a new Teaching Assistant position, the Shadow TA. Further, we are happy to bring you some recurring pieces; Perspectives, which takes a look at the applications of Mason research. All Aboard the Research Train: Researching Abroad in China and Cyprus, describes the difficulties and the rewards of conducting research abroad, while Qikun brings us back to the U.S. and discusses the challenges and rewards of studying at Mason as an international student. These are just some of the great articles that you will find inside. We do not want to ruin all the surprises, so you will just have to read on!•
practitioner perspectives on workplace discrimination that will offer a series of sessions in the same room. In fact, our very own Dr. Eden King, the Program Chair-in-Training, and her wonderful committee have compiled an agenda of prominent speakers and exciting sessions that you can’t afford to miss! Dr. King has already issued direct orders that “everyone should go directly from the Opening Plenary Session to the Theme Track!” The opening key note for the Science and Practice Perspectives on Contemporary Workplace Discrimination will be Jacqueline Berrien, Chair of the EEOC, which will be followed by four sessions: a debate, an interactive panel, a roundtable discussion, and a symposium with outstanding presenters including Wayne Casio, Paul Sackett, and many more!

Eden King Will Serve as the Next SIOP Program Chair! Congratulations to our own Eden King on being asked to serve as next year’s SIOP Conference Program Chairperson. Dr. King is serving the first of her three year commitment as SIOP Program Chair. Her doing so provides us with a unique look into the happenings behind the curtains of SIOP. For most of us, SIOP is composed of two distinct phases: (1) working late nights in September (to meet the deadline) and (2) attending the conference in April. Not surprisingly, there is actually a lot of “stuff” that goes on in between and in preparation for future programs. You may be wondering how you secure a position as SIOP Program Chair. The answer is by ‘invitation only’ from SIOP’s President, Dr. Adrienne Colella. As the Chair-in-Training, Dr. King’s responsibilities largely entail organizing the Thursday Theme Track (see above). Next year, when SIOP is in Houston, TX (Dr. King’s old stomping grounds) her responsibilities will include (1) organizing the entire program, (2) assigning all the reviewers, and (3) making final decisions about what research is accepted. Yup, you better be very, very nice to Dr. King next year! Ok, in reality SIOP acceptance decisions are based upon cut-scores and each submission is scored by reviewers so schmoozing with Dr. King won’t help much. That being said, you should sign up as a SIOP reviewer! When asked about her experiences thus far, Dr. King is enthusiastic, “It is fun because of the people that I work with and SIOP is something that I really believe in. It is an effective way to communicate with each other about our work and it’s nice to be a part that.”

Thank you to Dr. King and all people that make SIOP possible! •

Shadowing for Success: An Inside Look at the New TA Position

Authors: Daniel Shore & Alex Lindsey

In the past, being a teaching assistant (TA) has usually meant one of two things: (1) being an administrative TA that handled the grading and administration responsibilities for the course; or (2) being the instructor of a lab section attached to a lecture section of a course. In the fall semester of 2011, however, the Psychology Department at George Mason University introduced the newly created Shadow TA position: an innovative and intermediate step that allows student TAs to transition from grading and administration to teaching their own courses. This is accomplished by allowing student TAs to gain experience doing both of these activities in a controlled learning environment designed to develop skills and teach the strategies necessary to successfully teach an undergraduate course.

The shadow teaching assistant position is the new TA on the block. The goal of creating this position is to provide graduate students with hands-on experience through which they learn how a course is taught from both a pedagogical and administrative perspective. As a shadow, graduate students attend the professor’s lectures, assist in the grading and administration of the course, and present some of the course lectures independently, while receiving feedback from their instructor.

We both were fortunate enough to not only have shadow TA positions this past fall, but also to have those shadow assignments be attached to an introductory I/O course. This experience allowed us the opportunity to share our own I/O knowledge and experiences throughout the semester. Furthermore, we found our I/O interests aided us in grading projects, selecting test and quiz items, and ultimately in leading our own lecture for a couple of the class...
Adapting to Mason from an International Student Perspective

Author: Qikun Niu

“Study Psychology?... Are you kidding me?”
This was the response I received from some people when they asked why I had just come to the U.S. “You are going to ‘enjoy’ a lot of the language, buddy!”

In fact, they were very correct about the language difficulties. During my first two weeks here last fall, the worst experience I had was contacting Verizon customer service – I just never understood what they were saying. This feeling persisted during the beginning of the fall semester. Everyone has probably experienced feeling sleepy during class. Try listening to something you don’t understand, for an hour. How would you feel then?!

People kept telling me that it would not be easy to adapt to a new environment, but by continuously working hard I would make it. To calm myself down, I devised a strategy to adjust to my new life as a graduate student in America. First, I needed to understand what others were saying. Second, I needed to know what they were doing. Third, I needed to learn how to talk just like them. Fourth, I needed to do just what they do. Fifth, I needed to be good at talking with them, and finally, I needed to enjoy what I am doing. It’s just like Maslow’s hierarchical needs – to get to the next level, you need to first fulfill the needs at the current one. Currently, I think I have been moving up the hierarchy at a pretty good pace. Good for me!

The support I have received, especially here at Mason, has helped me at every step. While research may classify Americans as “individualistic” or self-focused, my experiences here at Mason has revealed just the opposite to be true. All the faculty and students here are kind, friendly and helpful. It would take too much space to list all of the examples of help and support I have received! I will just say that, everyone including my advisor, Dr. Lois

Work and Organizational Psychology: A New Concentration Offered to Undergraduate Psychology Majors

Author: Kristen Randolph

Psychology is a diverse field with a multitude of specialties and career paths. Some fields, like clinical psychology, are familiar to most everyone. Others, like our own field of Industrial-Organizational psychology, are less well known. One way to increase awareness and participation in I/O is to introduce I/O to students early in their academic careers. George Mason University has done just that! The department of psychology has introduced a new I/O focused concentration to undergraduate students entitled: Work and Organizational Psychology. Interestingly, this new concentration is also the first undergraduate concentration the psychology department has offered. To fulfill the requirements of this concentration, students must first complete the Industrial and Organizational Psychology introductory course (PSY 333). Subsequently, students must complete three of the five I/O specialty courses offered in order to achieve the concentration. These courses range in focus including topics such as training, tests and measurements, work/family conflict, groups and teams, and others.

The implementation of the Work and Organizational Psychology concentration in the undergraduate school has important implications not just for undergraduate students, but for our own I/O graduate program as well. In fact, inspiration for the concentration stems from a desire to increase interest and research participation in Industrial/Organizational Psychology to strengthen our already well-recognized I/O graduate program. We are hopeful that the implementation of this new concentration will help us continue to expand and improve the I/O program at GMU and, ultimately, to expand the field as a whole! •
### Mason’s SIOP 2012 Contributions

#### Thursday

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Type</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landis, R. S. &amp; Cortina, J. M. (2012, April).</td>
<td>Methodological rigor in organizational research: The stigma of being soft. In C.E. Lance (Chair), <em>Statistical and methodological myths and urban legends: Part VII.</em></td>
<td>Symposium</td>
<td>12:30-2:00 pm</td>
<td>Elizabeth F</td>
</tr>
<tr>
<td>Bhupatkar, A., Mueller, L., &amp; Kurtessis, J. N. (2012, April).</td>
<td>Comparing rater assigned and objective item difficulties: How important is SME agreement?. In M. Barney (Chair), <em>To raise or lower the bar: Innovations in standard setting.</em></td>
<td>Symposium</td>
<td>1:00-3:00 pm</td>
<td>Delmar AB</td>
</tr>
<tr>
<td>Tetrick, L. E. (2012, April).</td>
<td>Emotions: The glue that holds the employee-organization relationship together (or not). In J. Coyle-Shapiro &amp; L. M. Shore (Chairs), <em>New directions in the employee-organization relationship for the 21st century.</em></td>
<td>Symposium</td>
<td>1:30-3:00 pm</td>
<td>Edward CD</td>
</tr>
<tr>
<td>Dalal, R. S., &amp; Bonaccio, S. (2012, April).</td>
<td>The judgment and decision-making perspective on core industrial/organizational psychology topics.</td>
<td>Panel Discussion</td>
<td>3:30-5:00 pm</td>
<td>Edward AB</td>
</tr>
<tr>
<td>Nelson, J., &amp; Zaccaro, S. J. (2012, April).</td>
<td>Talk isn’t cheap: Moral messaging tactics and ethics-centered communication.</td>
<td>Poster</td>
<td>6:00-7:00 pm</td>
<td>Elizabeth D</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>Type</td>
<td>Time</td>
<td>Location</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------</td>
<td>-----------------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Friday</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Geller, D. S., &amp; Gilmore, P.</strong> (2012, April). Clarifying the relationship between intrateam task conflict and team innovation.</td>
<td>Poster</td>
<td>9:00-10:00 am</td>
<td>Douglas Pavilion BCD</td>
<td></td>
</tr>
<tr>
<td><strong>Chen, T.R., Dalyrymple, K.M., Zaccaro, S.J., Wolf, P.P.</strong> (2012). Team composition and processes contributing to the emergence on shared leadership on student project teams.</td>
<td>Symposium</td>
<td>10:30-12:00 am</td>
<td>Gregory AB</td>
<td></td>
</tr>
<tr>
<td><strong>Hakel, M., Byrne, Z., McPhail, S. M., Cortina, J. M., Hayes, T., &amp; McHenry, J.</strong> (2012, April). Educating industrial &amp; organizational psychologists for science and practice.</td>
<td>Panel Discussion</td>
<td>10:30-12:00 am</td>
<td>Madeline CD</td>
<td></td>
</tr>
<tr>
<td><strong>Gilrane, V. L., Jones, K. P., King, E. B., &amp; McCausland, T. C.</strong> (April, 2012). A longitudinal analysis of the influence of perceived supervisor support on work-pregnancy conflict. In K. Cigularov &amp; P. Chen (Chairs), The roles of supervisors and leaders in managing work-family conflict.</td>
<td>Symposium</td>
<td>12:00-1:30 pm</td>
<td>Elizabeth F</td>
<td></td>
</tr>
<tr>
<td><strong>Graves, R., Rauchfuss, G., Wisecarver, M., Kraiger, K., Ferro, G., Foldes, H., &amp; Wolfson, N.</strong> (2012, April). Assessing the self-learning training needs of Army NCOs. In K. Kraiger (Chair), By land, air, and sea: Applications in training needs assessment.</td>
<td>Symposium</td>
<td>12:00-1:30 pm</td>
<td>Elizabeth A</td>
<td></td>
</tr>
<tr>
<td><strong>Levy, T. L., Gallus, J. A., &amp; Gouge, M. C.</strong> (2012, April). Following the leader: Leadership role-modeling affects team cross-cultural capability. In H. Wolters (Chair), Leading first through self-awareness and self development, and role modeling.</td>
<td>Symposium</td>
<td>12:00-1:30 pm</td>
<td>America’s Cup CD</td>
<td></td>
</tr>
<tr>
<td><strong>Zaccaro, S. J.</strong> (2012, April). Discussant In Leadership and Big Five personality symposium.</td>
<td>Symposium</td>
<td>12:00-1:30 pm</td>
<td>Madeline AB</td>
<td></td>
</tr>
<tr>
<td><strong>Haimann, C., Vega, R., &amp; Buffardi, L.</strong> (2012, April). The formation and effects of support expectations: A longitudinal study.</td>
<td>Poster</td>
<td>1:00-2:00 pm</td>
<td>Douglas Pavilion BCD</td>
<td></td>
</tr>
<tr>
<td><strong>Cortina, J. M.</strong> (2012, April). Distinguished teaching contributions award: Teaching statistics: Pumpkins, jelly donuts, and student engagement.</td>
<td>Special Events</td>
<td>2:00-3:00 pm</td>
<td>Ford AB</td>
<td></td>
</tr>
<tr>
<td><strong>King, E. B., Dawson, J. F., Jensen, J., &amp; Jones, K. P.</strong> (2012, April). Relational demography is relative: Demographic representativeness and job attitudes. In A. Williams &amp; J. Shapiro (Chairs), Roadblocks to decreasing discrimination.</td>
<td>Symposium</td>
<td>3:30-4:30 pm</td>
<td>Elizabeth F</td>
<td></td>
</tr>
<tr>
<td><strong>Rogelberg, S. G., Scott, C., Agypt, B., Williams, J., Kello, J., &amp; McCausland, T. C.</strong> (April, 2012). In J. Allen (Chair), <em>Making meetings work: Advancing the science and practice of meetings at work.</em></td>
<td>Symposium</td>
<td>3:30-5:00 pm</td>
<td>Mohsen AB</td>
<td></td>
</tr>
<tr>
<td><strong>Kim, S., Ghumman, S., &amp; Park, J. S.</strong> (2012, April). <em>Perceived stigma of non-drinkers in South Korean culture.</em></td>
<td>Poster</td>
<td>4:30-5:30 pm</td>
<td>Douglas Pavilion BCD</td>
<td></td>
</tr>
<tr>
<td><strong>Ahmad, A. S., &amp; King, E. B.</strong> (2012, April). Interpersonal experience of religious minorities in the workplace. In <strong>A. Ahmad</strong> &amp; S. Ghumman (Chairs), <em>Religion in the workplace: Promoting diversity and combating discrimination.</em></td>
<td>Symposium</td>
<td>4:30-6:00 pm</td>
<td>Edward CD</td>
<td></td>
</tr>
</tbody>
</table>

**Saturday**

| **Highhouse, S., Allen, T., Cortina, J. M., Harrison, D., & Ryan, A. M.** (2012, April). *Does I-O psychology have a future as an academic discipline?* | Special Events | 12:00-1:00 pm | Gregory AB |
| **O’Leary, R. S., Ferro, G., & Beal, S. A.** (2012, April). Developing cutoff scores of SJTs that use different score protocols. In R.S. O’Leary & A.M. Hansen (Chairs), *Practical applications of innovative approaches to setting cutoff scores.* | Symposium | 12:00-1:30 pm | Emma AB |
| **Jaffri, Z., & King, E. B.** (2012, April). Improving the work-family interface: Can teammates help? In A. Huffman & S. Culbertson (Chairs), *The role of social networks on positive work-family interactions.* | Symposium | 1:30-3:00 pm | Annie AB |
| **Levy, M., Sylvester, D., Conjar, E., Tierney, S., Fowler, J., Gulas, V., & Dawson, A.** (2012, April). *Leading in a connected world: Driving results through networking.* | Panel Discussion | 1:30-3:00 pm | Betsy BC |
| **Kello, J., Elder, K., Morgan, W. B., & Morse, K.** (2012, April). *Leadership and teams: It’s never too early.* | Panel Discussion | 2:00-3:00 pm | Gregory AB |

* Thanks to Nicole Giacopelli for compiling this list of GMU contributions to the 27th Annual SIOP Conference.
San Diego, California, here we come!

Author: Brendan Hunt

As all of you know by now, this year’s SIOP conference will be taking place in the beautiful San Diego, California. At least it looks beautiful from pictures- the closest I have come to being in San Diego was when I listened to only Red Hot Chili Pepper albums for a weekend, so I actually know very little about it. However, lucky for you, I have been put in charge of familiarizing you all with the area and some of the sights that you may want to see while you’re down there. My knowledge consists of a Google search and a phone call I made to a friend who lives there. So, without further delay, I present: *An Outsider’s Insider’s Guide to San Diego.*

Check Out the Gaslamp Quarter- Gaslamp is the historic heart of San Diego, and also evidently is host to the city’s best nightlife. So if you’re looking to cut loose at night after hours of intellectual scrutiny, I would suggest checking it out. When I asked my friend about good suggestions for local establishments to visit, I was told about La Puerta (http://www.lapuertasd.com/) and Acqua al 2 (http://www.acquaal2.com/). La Puerta is reputed as both a great Mexican restaurant as well as a pretty hopping scene in general. Acqua al 2 is a little more upscale, but boasts “to die for” Italian food. *Gaslamp, for the Bolder*- Okay, fine, you asked for it. For starters, the Ivy Hotel (http://www.ivyhotel.com/) has a multi-level nightclub called Envy, which sounds very sleek and hip and like a place where I wouldn’t fit in. Or there’s the more iconic Casbah (http://www.casbahmusic.com/), which is supposed to be a nifty music club. Many big acts have performed there, including Nirvana, the Smashing Pumpkins, and Alanis Morissette.

Old-Fashioned Fun- Take a trip back to the olden days of San Diego with a visit to Old Town (http://www.oldtownsandiego.org/), where you can eat authentic Mexican fare and see San Diego State Historic Park, which contains many interesting bits of culture, including the Mason Street School (no relation, but historic nonetheless). There are many local shops and vendors selling homemade crafts in Old Town- the hottest selling items are apparently large glazed ceramic tiles (a $120 value); good luck getting that souvenir past airport security on the way home.

Sunny Beaches- Don’t forget your swimsuit! There are plenty of beaches in San Diego; in particular, Ocean Beach is reputed to be a fun area with plenty of different shops for your perusal (www.obantiquedistrict.com). Right next to Ocean Beach is Sunset Cliffs, which is supposed to be one of the most fantastic beaches in the area.

Do You Like Boats?- Because San Diego has a LOT of them! I’ve heard good things about both the San Diego Maritime Museum (http://www.sdmaritime.org/) and the USS Midway (http://www.midway.org/). The USS Midway is actually it’s own separate museum, because it is an aircraft carrier, and aircraft carriers don’t fit in any museum that humans will ever invent. Both are reported to be a great time, and can certainly fill a few hours should you be need to find entertainment.

Parks (and Recreation)- San Diego is home to a few famous parks, most notably Balboa Park (http://www.balboapark.org/) and the San Diego Zoo Safari Park (http://www.sandiegozoo.org/park/special/rolling_safari/). Balboa Park is host to a multitude of museums of art and history and also frequently has live music performances. The San Diego Zoo Safari Park is exactly what it sounds like, which is awesome- a massive plot of land where the animals roam free, and you ride around in safari Jeeps, just like in Jurassic Park. Except, of course, no dinosaurs. And no Jeff Goldblum.

Oh, a Piano Bar? - Yes, a piano bar. And an iconic one at that. Hear all 88 keys of culture at the Red Fox Steak House, which is supposed to attract quite an eclectic crowd of people from all walks of life. There’s evidently a very old dining room (the year cited is 1642) in this place that was brought here in its entirety from England by the actress Marion Davies. I don’t know who she is, but I applaud her tastes and ability to carry rooms long distances.

Americana- And I’ve left the best for last: those wonderful, touristy locales that you’ve undoubtedly seen in a National Lampoon movie or already been to in another state. But, hey, if you’re strapped for ideas, they are still very fun places to go. Who doesn’t love Sea World or Legoland? San Diego’s got them and more, and they’re fun for the whole I/O family.

So, there you have it - a snapshot of San Diego from someone who just learned about the city by doing some research. In all seriousness, it looks like a wonderful city, enjoy! •
While Eric is focusing on preparing soldiers for combat environments, Lisa is examining the ways in which being in these stressful situations can impact leader growth. She is interested in more clearly understanding the ways that leaders develop after hardships and determining what role individual differences may have in directing this growth. To help answer these questions, Lisa has collected data from military leaders who have encountered hardship as part of combat tours in Iraq or Afghanistan and is currently in the process of developing a model of leader post-traumatic growth (LPTG).

By getting a better understanding of the factors behind LPTG, Lisa hopes the military will be able to devise training programs to increase this opportunity for growth. If she can identify the core components that foster such growth, programs can be created that will target these areas and will educate soldiers on strategies to enhance these qualities in themselves prior to deployment to these stressful arenas. Hopefully, with this training in hand, soldiers will be much better prepared to cope with the hardships ahead and be able to grow positively from their experiences when they get back.

Lisa and Eric’s work with the military are great examples of the meaningful research I/O students conduct here at Mason. One of the best qualities of I/O psychology as a field is the balance we strive for between active academic research and applied projects as a way to make a positive contribution to society by putting our learning into practice. As students, we can sometimes get our heads stuck in our books and lose sight of how we can relate our research back to the applied world, but Eric’s and Lisa’s research remind us of what is out there!
A Day in the Life...of An Applied I/O Psychologist with Dr. Zack Horn by Cliff Haimann

One of Mason’s unique characteristics is that it is located near one of the hubs of I/O psychology—Washington D.C. As a consequence of this fact, many Mason students and alumni take advantage of the applied opportunities offered in this area. One such alumnus who now works in an applied setting is Dr. Zack Horn, an employee at Aptima who graduated in 2008. I recently took some time to chat with Dr. Horn to understand more about what he does.

Dr. Horn left Mason with knowledge of leadership training, and this topic is a focus of his work at Aptima. He seeks to use technology to enable organizations to train their employees more effectively, and he develops intelligent tutoring systems and mobile apps that achieve this goal. While much of his work is centered on creating science-driven solutions to training problems, Dr. Horn wears several other hats, including business development, product branding and marketing. These tasks require forecasting and budgeting, and Dr. Horn is often charged with project management responsibilities. On average, he may be working on three to six projects at one time.

Along with understanding what occurs in Zack’s average work day, I inquired about the pros and cons of the job in question. Dr. Horn noted that he has the opportunity to work with a variety of experts in various fields, and all of these individuals collaborate very well. He finds this collaboration to be an important and fun part of the job that allows for effective innovation. Furthermore, he stated that there is plenty of flexibility and freedom of creativity and innovation in his work environment. Consequently, if he can help to bring in funding, he can pursue a variety of research topics, which is another important benefit. This freedom and creativity does have down sides, however, because it can be difficult at times to say “no” to new opportunities.

Lastly, I asked Dr. Horn about what advice he had for graduate students looking to enter into a job similar to his. His first thought was that students should become an expert on some topic they enjoy. They need to establish their research identity. He also said that taking part in research is very important, and it allows one to develop a research rigor that organizations typically do not inculcate in their employees. According to Dr. Horn, working in labs can not only enhance one’s knowledge of different topics, but it also can provide students with valuable management skills, which will serve them well in an applied setting. Leading research projects and learning to coordinate and budget time are useful skills that graduate students will likely have to utilize in the applied world.

A Day in the Life...of An Academic I/O Psychologist with Gilad Chen by Kristen Jones

After graduating from Mason’s I/O doctoral program in 2001, Dr. Gilad Chen pursued the academic route, serving as a faculty member at the Georgia Institute of Technology and Texas A&M University and a visiting scholar at the Hong Kong University of Science and Technology, Technion, and Tel-Aviv University. Dr. Chen, currently a Professor of Management & Organization at the University of Maryland’s Robert H. Smith School of Business, has quite an impressive background, including winning several research awards, such as the 2007 Distinguished Early Career Contributions Award from the Society for Industrial and Organizational Psychology and the 2008 Cummings Scholar Award from the Organizational Behavior Division of the Academy of Management. Recently, Dr. Chen took the time to share a little bit on his everyday experiences balancing his Associate Editor responsibilities at the Journal of Applied Psychology, his dedication to research and teaching, and his family life.

KPJ: What do you do on an average day at work?

GC: Well, I don’t really have typical days at work—they are mostly different, and that’s why I chose to be in academia. I do spend the majority of my time on research, teaching, and service, as do most academics. Depending on whether I am teaching a course (or preparing to...
periods during the semester.

The shadow position, as a whole, is an invaluable program regardless of the undergraduate course with which it is associated. Indeed, the developmental experience will prove useful even if the course content does not fall directly under one’s specialty area. Ultimately, for us, the experience enhanced our knowledge about instructing a course while strengthening our foundation in I/O course content—both of which will serve us well as we move toward becoming course instructors.

KPJ: What are the most valuable skills you acquired at Mason?

GC: Perseverance (especially in the face of negative feedback), research methods and conceptual skills, and knowing when to say “Yes” (e.g., when Rich Klimoski asks for something) and when to say “No” (e.g., when Jose Cortina asks for anything).

KPJ: What advice would you give to students who aspire to one day have a job similar to yours (e.g., specific things they should be doing in order to get the job)?

GC: Read (and know!) the literature, acquire as much methodological and research knowledge and skills as possible, and learn to navigate the social-political academic environment (yes, interpersonal and political savvy is important for academics, too :-)). Related to all these, develop an effective professional transactive memory system—know a lot yourself, but also know where to go for different information and advice regarding research, teaching, or career-related issues.

KPJ: What is the hardest part of your job?

GC: In research, it is handling rejection letters – I still can’t believe it when reviewers and editors fail to see good work when I see it ;-). In teaching, it is dealing with complaints – whether from MBA students complaining about grades, or from PhD students complaining about workload... In service, it’s well, just the sheer volume of it! But, and I mean it sincerely, I mostly like what I do – even when it gets “challenging.”

KPJ: What is the best part of your job?

GC: I really like most of what I do – not surprisingly, since to a large extent I get to choose what I do. I really feel lucky to get paid to do what I love most – conduct research, share insights from research with others (via teaching, publication, or consulting), and otherwise be a part of our profession both locally (i.e., department, school) and globally. I didn’t really appreciate fully how lucky I am in academia until I started talking to others who work in the corporate world (e.g., MBA students, managers in companies I’ve worked with on projects, parents of my daughters’ friends). I have it good in academia (but then again, I sort of enjoy the academic game – research, autonomy, teaching, tons of service, which doesn’t appeal to everyone...).
ly and their graduate students include senior managers from various organizations. Also, as noted, they may work with organizations themselves on consulting projects. These ample direct and indirect connections with different types of organizations enable them to collect employee data relatively easily from organizations that meet various research requirements. For example, for my dissertation, I needed a sample that consisted of leaders and followers who have frequent face-to-face interactions with each other. Through the help of a psychology professor in China, I was finally able to collect data in a real estate agency company in which group leaders and their group members work closely together to serve customers.

Although connections with senior managers allow Chinese organizational scholars to gain access to employee data, such connections also pose some challenges. Since the study sometimes is announced by the senior manager, employees may harbor concerns about the true purpose of data collection (i.e., scholarly research) and thus fail to provide totally forthcom- ing responses. I have discussed this issue with my collaborators and none of them have very satisfactory solutions to this problem. However, we did try various strategies to minimize employees’ suspicion and concerns. For instance, for my dissertation, participants were told that the study was conducted by a doctoral student from George Mason University in the U.S. and an associate professor in Peking University (PKU) in China. This professor’s name was added here intentionally since Peking University is one of the most prestigious universities in Mainland China. As a result, PKU professors receive considerable respect and trust from the general population in China where education and scholarship are highly valued. Thus, acknowledgement of this professor’s involvement should considerably increase the quality of the responses.

**Conducting Research in Cyprus by Vias Nicolaides**

Before elaborating on I/O research in Cyprus, a short background introduction about Cyprus seems fitting. Cyprus is situated in the eastern Mediterranean Sea and serves as a hub of three continents: Europe, Africa, and Asia. Cyprus has been *de facto* divided into the Republic of Cyprus, which controls around 65% of the area of the island, whereas the remaining area is controlled by the Turkish army. My discussion here refers only to the areas controlled by the Republic of Cyprus. From an economic standpoint, the Cypriot economy is characterized by robustness and macroeconomic stability with a recorded real GDP growth of the order of 3% in the period of 2005-2009. Thus, there is a real need for qualified I/O professionals to select, train, and assess people for these jobs! Given the lack of trained I/O professionals, Cyprus is a suitable candidate for I/O psychologists interested in working abroad and/or conducting cross-cultural research.

As a young I/O psychology researcher, I have discovered that conducting I/O research and consulting in Cyprus is both a pioneering and intriguing experience, but also one that presents some special considerations. First, there is limited opportunity for research funding, so researchers who are not paid (e.g., by a university) must either fund themselves or work *pro bono*. Alternatively, the researcher can apply for grants from the European Union, although such a route is anecdotally time consuming.

A second consideration, which Xiaoxiao also noted (regarding conducting research in China), has to do with gaining the trust and honest participation of management and employees. For this to happen in
Tetrick, all the faculty in the program, and all of my colleagues and classmates have been wonderful. Without all of their support and encouragement, I would never have gotten through the first semester as successfully as I did.

I feel lucky to have been given the opportunity to face this great challenge. I am still facing it, and I know no matter what difficulties I am going through, there will be someone willing to help me along the way. I am definitely glad that Mason and I chose each other and were the right “fit”. Mason’s I/O program has kindly and generously provided me with the resources and opportunities to succeed, and I will continue to work to be successful and make everyone proud!

the Cypriot culture, a certain degree of emotional bonding between the researcher and participants is necessary. This tends to happen if the researcher approaches his/her participants in a personally friendly, casual, and informative manner. For example, some readers may be surprised to find out that going around and chatting with employees and supervisors about current Cypriot social issues and sports while drinking Cyprus coffee can be a perfectly natural way to get things done, which fits the social expectations of the Cyprus culture. Moreover, during such interactions, it is crucial to get the point across that the research is important and that it will not affect employees in any negative manner. For example, I always tell prospective participants that their answers to questions will always be in my possession and will be taken with me to the USA.

A final note and piece of advice I feel is worth bringing up is the need to display honesty and sincerity in interactions with participants. One needs to truly listen to employee concerns and issues during interaction episodes and show authentic consideration! This should be done even though the researcher may not be able to directly help the employee at hand. If employees perceive that the researcher does not care, then they will justifiably reciprocate and not care much about your research!

While taking account of these considerations, one can conduct novel research and make a practical impact in the Greek-Cypriot workplace . . . and be one of the first to do so!

Spring Brownbag Series

Author: Amanda Anderson

This spring, we have a variety of interesting speakers scheduled to present at our weekly brownbag series. Both faculty (Dr. Reeshad Dalal and Dr. Eden King) and students (Kristen Jones, Alan Tomassetti, and Heather Mullins) from our program will be presenting their research. In addition, we have several speakers from academic institutions including Dr. Doug Pugh and Dr. Bob Vandenberg. On April 4th, we are excited to host Dr. Ed Fleishman who will visit George Mason. We will also have two sessions with a more applied focus: one will be a brownbag talk given by Dr. Eric Dunleavy of DCI Consulting and the second will be an applied panel discussion with representatives from five local organizations (Fors Marsh Group, Federal Management Partners, PDRI, Aptima, and Booz Allen Hamilton).
Congratulations on recent achievements by Mason students, faculty, and alumni!


McCausand, T. C., & King, E. B. (2011). Examining age in the workplace: Operational definitions and the impact on older women. Presentation at the EAWOP Small Group Meeting in Rovereto, Italy.

Dr. Eden King presented at the George Mason University’s Vision Series (*The Science of Diversity at Work*) event in the fall.

Joe Luchman was recently selected as the Outstanding Reviewer in the Organizational Behavior and Human Resource Management & Careers track for 2011. He was recognized for this achievement at the 2011 Southern Management Association's Annual Conference.

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, Jack Censer, Dean. For further information on the I/O Program, please contact Dr. Lois Tetrick at lietrick@gmu.edu or the graduate secretary at psycgrad@gmu.edu. Please also visit our website at [http://www.gmu.edu/org/iopsa/](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 aahmad14@gmu.edu (Afra Ahmad) or atomasse@gmu.edu (Alan Tomassetti).

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](http://www.gmu.edu/org/iopsa/theion.htm). For questions or comments, please contact us at ionnewsletter@gmail.com

About The I/ON

*The I/ON* newsletter is published by graduate students of George Mason University’s Industrial/Organizational Psychology program. This newsletter is intended to serve as an impartial forum for information pertinent to the students and faculty of the program, as well as the general I/O community. We would like to thank the previous *I/ON* editors, Dr. Marisa Diana-Russo, Dr. Stephanie Payne, Dr. Lisa Boyce, Nikki Dudley, Mike Ingerick, Dr. W. Benjamin Porr, Deirdre Lozzi, Dr. Tiffany Bennett, Marissa Shuffler, Jordan Robbins, C. Brooke Orr, Jayme Piltsonberger, Elizabeth Conjar, Richard Hermida, Carrie Grimes, Irwin José, Phillip Gilmore, Kristen Jones, Alexis Gray & Kate Laport.

Previous Editors:

- Alexis Gray
- Kate LaPort

Current Editors:

- Alan Tomassetti
- Afra Ahmad

Faculty Advisor:

- Dr. Seth Kaplan

Current Edition Contributors:

- Afra Ahmad
- Alex Lindsey
- Amanda Anderson
- Tracy McCausland
- Nicole Giacopelli
- Vias Nicolaides
- Cliff Haimann
- Qikun Niu
- Sam Holland
- Sara Ragone
- Xiaoxiao Hu
- Kristen Randolph
- Brendan Hunt
- Daniel Shore
- Kristen Jones
- Alan Tomassetti

Jim Kurtessis was elected as the 2012 PTC/MW Secretary and doctoral student Gonzalez Ferro was elected as the 2012 PTC/MW Treasurer and alumni Kathy Stewart is membership committee chair.

Tammy Levy became engaged to her boyfriend, Fabrizio, over Thanksgiving break. Tammy also recently accepted a consulting job at PricewaterCoopers that she will begin this summer.

Lindsey Bartholomew became engaged to her boyfriend, Jeff, over the holiday break.

Tiffani Chen is expecting a baby girl in early July.

Alumni Dr. Paige Bader (now Graham) (2004) accepted a core faculty position with the University of the Rockies in Colorado Springs, CO teaching in the School of Organizational Leadership. Paige also started her own consulting firm, Graham Consulting Group, last February specializing in leadership development, executive coaching, feedback and training.

After working for APA for almost 11 years, a recent MA alumnus, Bill Pate (2011), and his wife Frances have launched their own statistical consulting firm that specializes in program evaluation and the application of advanced analytics. Check it out at [www.adhocanalytics.com](http://www.adhocanalytics.com).


Alumni Andi Rittman (now Lassiter) (2004) recently had her third child.

Alumni Phillip Skeath (2001) got married to his wife Sarah on October 29th in Turks and Caicos.

Richard Hermida, Carrie Grimes, Irwin José, Phillip Gilmore, Kristen Jones, Alexis Gray & Kate Laport.
The I/ON — Spring 2011

Alan Tomassetti & Afra Ahmad
I/O Psychology Program
George Mason University
4400 University Drive
Fairfax VA, 22030

CHECK OUT OUR WEBSITE AT
HTTP://WWW.GMU.EDU/OR/G/IOPSA

Please join us in sunny San Diego!

GMU 2012 Annual SIOP Reception
Meet and mingle with George Mason University faculty, students, and friends!
Friday, April 27th, 7:00PM to 9:30PM
Manchester Grand Hyatt
Elizabeth Ballroom, Section H