Presidential Address
Author: Cliff Haimann
The 2011-2012 George Mason Industrial Organizational Psychology Student Association (IOPSA) would like to welcome our new students and welcome back our returning students and faculty members. We hope that everyone had an enjoyable summer.

(See Address, page 2)

Letter From the Faculty Advisor
Author: Seth Kaplan
Hi everyone. I am very pleased to introduce the first issue of the 16th volume of the ION. 16 years... that’s a long time. That means the current GMU freshmen were only 2 years old when IOPSA began publishing it. Now, a new generation of children gets to hear nighttime stories from the newsletter!

(See Letter, page 3)

Sean Marsh: GMU PhD Alumni Award Recipient
Author: Amanda Anderson
I recently had the opportunity to talk with Dr. Sean Marsh, a 2005 graduate of the George Mason I/O psychology program and the recipient of the 2011 George Mason Distinguished Alumni award. The Distinguished Alumni award is given each year to a Ph.D. graduate who has made an outstanding contribution to the field of I/O psychology. The award is certainly well-deserved, as Sean has achieved excellence in all of the domains recognized by the award and has made significant contributions to the I/O psychology field in both research and practice.

(See PhD Alumni Award, page 4)

A Day in the Life... of an I/O Graduate Student: “At have ĭld i røven”: On the Fiery Business of Being an I/O Graduate Student at GMU
Author: Joe Luchman
“I am very busy.” Never before have I used this short phrase so many times as I have in graduate school. Busy is a vague term as people can be busied with washing hair. Graduate school is, of course, not quite like washing hair. Rather, graduate school resembles a fire—as is reflected in the Danish idiom in the title above, which, translated literally, means “to have one’s bum on fire” yet conveys the idea “to be very busy”. The fire of grad school is both a passion and a prod, an internal and external motivation. In the present article, I outline some personal reflections on the fiery business of being a graduate student at GMU in a series of 4 phases spanning the graduate student experience.

(See A Day in the Life, page 11)

The I/ON is Pleased to Welcome the Incoming Class of 2011.
To Meet Them All, Check Out Page 6!
We are confident that this upcoming year will be full of excitement and productivity. Before getting into details, though, I must start by acknowledging the work of the individuals on the previous IOPSA board. Their efforts helped improve the I/O area immensely and everyone is grateful for their work. The past IOPSA board, led by past President Tracy McCausland, achieved various objectives. Among the board’s greatest accomplishments were the major cleaning and reorganization of the lab spaces and the board’s work strengthening our program’s alumni relations. We are sure that the previous board’s members, and more senior students in general, will continue to provide valuable insight to our new board.

At the initial IOPSA meeting, the current board discussed a variety of steps it will take during the upcoming year. First, we are placing a strong emphasis on improving the IOPSA website and making it more user friendly. Furthermore, we want to reduce the redundancies between it and the website that the psychology department has created for our program. The IOPSA site provides a unique window into our program’s feel and culture and distinguishing it from the university’s site will allow us to showcase our program more effectively.

Additionally, we will continue working on the previous board’s “Mason Makeover.” Tracy and her colleagues cleaned up many of the lab spaces in Robinson B. They found new furniture, painted the walls, and made the space very aesthetically pleasing! The current board hopes to contribute to this impressive makeover by cleaning more of the lab spaces and decorating them. These efforts will provide more room for lab studies and ultimately make the research process efficient. Moreover, we will continue the mentoring program that has recently been established. Our board, however, hopes to make this program an even more prominent part of our I/O world. We want to encourage mentors and mentees to interact more often in order to enhance cohesion and facilitate research collaborations. The board has also discussed creating a “meet and greet” for mentors and mentees at the start of the year and hopes to establish more opportunities for friendships to blossom.

As the fall semester begins, I want to take this opportunity to wish everyone the best of luck with your studies and work activities. Personally, I am excited to head back to Robinson B. I greatly appreciate the cohesion in the program and am very thankful to have the support and encouragement of professors and fellow students. I also encourage my fellow students to help IOPSA through actions such as writing an ION article. Doing so will make your experience even more rewarding.

Lastly, I want to invite all of our alumni to the alumni picnic and also to stop by your Alma Mater any time! Once again, I am very excited for the year to start. If anyone has comments, questions, or concerns, please do not hesitate to contact me or the other IOPSA board members. •
GMU’s Strong Tradition of Cross-Cultural Research Collaboration Continues

Author: Phillip Gilmore

Dr. Tetrick has a strong tradition of fostering collaboration between Chinese and American scholars. Currently, Dr. Tetrick is hosting Dr. Guoping Song from Shaanxi Normal University (Xi’an, China). Dr. Song regularly attends Dr. Tetrick’s research lab meetings, observes lectures, and collaborates on research with Dr. Tetrick and her graduate students. Research collaboration between Chinese and American scholars is of inestimable value. As her advisee, I am proud that Dr. Tetrick regards these collaborations as a priority here at Mason.

Dr. Song’s research interests include occupational health psychology, stress after organizational change or reform, harmonious work environments, employability, the consequences of continuous sleep deprivation, the stress experienced by overseas employees, cross-cultural work-family conflict, and the effects of education on cross-cultural stress. Dr. Song received a recommendation to work with Dr. Tetrick from Dr. Mo Wang. Dr. Song and Dr. Tetrick then met each other in Shanghai where Dr. Tetrick was participating in the 2010 IACMR Conference.

Asked about her opportunity to travel to Virginia in order to collaborate with Dr. Tetrick, Dr. Song exclaims, “It is really a great chance and an honor for me to study here, to take part in so many interesting research activities, and to learn new ideas and methods. It is great to do something with Dr. Tetrick and her research group. Everything and everyday is a new experience to me. I appreciate all the help, and I welcome friends of GMU to do some research in China.”

Speaking for all the students, I would like to thank Dr. Tetrick and Dr. Song for continuing the tradition of cross-cultural research collaboration here at Mason.

Biographical data provided by: Dr. Guoping Song

The I/ON Staff wishes all students and faculty a great year!

“May all your p values be less than .05”

This begins my sixth year as faculty advisor for the newsletter. I have been fortunate enough to work with five different sets of editorial teams, all of whom have been wonderful and have made this an easy and enjoyable experience for me. I am quite certain that our new editors, Afra and Alan, will continue this tradition. . . or else! In all seriousness, I am very excited to work with Afra and Alan who already have been doing a tremendous job with the newsletter—evidenced by this first issue of the year.

This issue features several interesting pieces. For instance, we highlight two of the program’s esteemed alums with our interviews of Sean Marsh and Ernest Paskey. Sean and Ernest were the respective recipients of our annual PhD and Masters Distinguished Alumni Awards. Both have taken their Mason education and used it in forging extremely successful applied careers. We are proud of them both and grateful for them for taking the time to talk with us.

Also in the issue, Eden King and Reeshad Dalal, both fresh off being awarded tenure, share some of their thoughts and suggestions for those (thinking about) going the academic route. There are some real gems of advice here. Thank you both!

A staple in the fall issue, this issue also includes the bios of the incoming graduate students. As always, this year’s incoming students are an impressive crop. Not only are they clearly intelligent and hardworking, they have a range of diverse and exciting interests—evidenced in their Bios. Speaking for all the faculty, we are excited to work with you and get to know all of you. Welcome to the Mason family!

In closing, let me again welcome everyone back for another productive year of scholarship and learning here at Mason. It should be exciting! With that. . . happy reading.
Sean is the cofounder and CEO of Fors Marsh Group (FMG), an organizational research company based in Arlington, Virginia. The company has grown considerably from having only one client in 2002 to now having more than a dozen clients and 50 employees. Since 2003, Fors Marsh Group has added a team of organizational and social scientists with varying backgrounds in psychological human resource management and business consulting, including several current GMU students and alumni.

In addition to starting his own company, Sean has also been actively publishing and presenting research. Sean is now a leading expert in organizational and military recruiting with additional expertise in survey design, sampling theory, consumer behavior, and vocational choice. He has authored numerous journal articles, over 40 conference presentations, and more than 75 technical reports.

I recently had an opportunity to talk with Sean about his impressive experience and accomplishments.

Congratulations on winning the Distinguished Alumni Award! What motivated you to start your own company, Fors Marsh Group?

Before we started Fors Marsh Group, I worked with one of the larger consulting firms. During that time, I worked with some really great people and learned a tremendous amount. But I was surprised at the focus of the business model. Too often, for my comfort at least, we were selling solutions to solve our customer’s problems or needs before we understood exactly what the problems or needs were. In addition, there seemed to be endless turnover as many people were prone to jump to competitors or start working directly for clients.

I decided I did not want to work in a place that was, from my perspective, focused so heavily on the transaction. I wanted to work in a place focused on relationships. I wanted to work in a place where I would have the freedom to spend my time taking on the clients’ problems as my own, working with them to develop solutions, and then seeing those solutions through to action. I wanted a place where the coworkers I had today would be the same ones I would have five years from now.

The Bearable Lightness of Being Tenured: Some Not Entirely Unsolicited Advice for Those (Thinking of) Going Through the Tenure Process

Authors: Eden King & Reeshad Dalal

Having just navigated the treacherous shoals of the tenure process, we are now apparently considered competent (by the I/ON editors, at least) to dispense wisdom to others who may be contemplating going through the process. Here, albeit in a somewhat stream-of-consciousness form, is what we learned along the way:

- Before you begin a research project, plan it as carefully as possible. Write a somewhat detailed outline in which you briefly summarize the important extant research, justify and delineate your hypotheses (and, more generally, the contribution of your proposed paper), describe your proposed Method section, and plan your analyses. If possible, get feedback from a colleague at this stage.
- The research ferris wheel: In a manner not so different from avoiding putting all your eggs in one basket, make sure you've got something working in each phase of the research process. I like to be thinking of new ideas at the same time as I'm collecting data on another project and writing up another project and revising another one.... You get the idea.
- Be strategic about collaborations with other faculty members. Good collaborators can really ease the load on you because each person can take responsibility for the parts he or she is particularly good at (and enjoys most), and the final product is almost always better as a result. But bad collaborators can really make the process miserable by not pulling their weight, really delaying the process, and so forth. So, think carefully before plunging headlong into collaborations. Also, once you’ve identified a
Lab Updates
The I/ON staff asked the GMU Faculty to provide a brief summary of the research/activities in their labs.

Lois Tetrick:
Lois’ research lab will continue exploring different facets of occupational health psychology. The emphasis is on prevention of ill-health and the promotion of healthy individuals and organizations. Specific projects currently underway include investigations of the work-family interface globally, occupational stress, understanding the employee-organization relationship, psychological contracts, creating ethical climates, leadership associated with community transformations, positive aging, and retirement.

Lou Buffardi:
We may pursue the influence of cultural differences in the relationship between POS and organizational outcomes. Another project is the preparation of Quality of Work Life survey to be administered to all Mason employees to investigate the impact of employee recognition program awards on work attitudes and organizational citizenship performance. Lastly we may investigate the relationship between individual differences in propensity to BIRG and performance on a creativity task.

Seth Kaplan:
Our lab is busy exploring and trying to improve employees’ job-related emotions and well-being. Current topics/projects include: leader influences on employee emotions, helping employees “help themselves” in improving their job-related well-being, the effects of telework on well-being and productivity, and the nature of team communication during crisis events.

Eden King:
The Kingsters are hard at work exploring the experiences of diverse employees and how to improve those experiences. This includes laboratory and field studies on pregnant women, lesbian and gay people, religious minorities, older and younger workers, and racial minority leaders.

Jose Cortina:
As always, we will be setting individual research goals every three or four weeks. The rest of the time, we will discuss articles, placing a heavy emphasis on lessons from the review process.

Ernest Paskey: GMU Alumni Masters Award Recipient
Author: Rachel Feyre

Every year at SIOP, the Masters Student Alumni Award is given to an alumnus/alumna who has contributed above and beyond what is required of them as researchers and practitioners. These individuals greatly influence their field as they contribute empirical knowledge and apply this research to their daily tasks.

This year, this prestigious award was given to Ernest Paskey, VP of Talent and Rewards at AON Hewitt. Mr. Paskey was “incredibly honored and very surprised” upon receipt of the award. He further stated, “There are so many great I/Os out there. Receiving recognition from a group of people that I respect and admire means a tremendous amount to me.”

I was fortunate enough to converse with Mr. Paskey about his successes at AON Hewitt and how he went from being a Master’s student at GMU to where he is today.

Rachel: How did your experience in the George Mason I/O Psychology program help you in your career at AON Hewitt as VP of Talent and Rewards?
Mr. Paskey: Beyond providing the I/O foundation, my professors did a great job applying theory and research to the business world. I regularly reach back to the principles I learned over 20 years ago at George Mason.

Rachel: How has I/O helped in your past experience at Freddie Mac, TSA, and OPM?
Mr. Paskey: My work with the Federal Government has involved a lot of traditional “I” topics – test development and validation, job analysis, survey design and such. I would have failed early and brilliantly without the fundamentals of I/O. My experience at Freddie Mac was at the other end – the “O” side. I worked with a lot of OD practitioners that were influenced by popular literature and

(See Masters Alumni Award, page 10)
The ION Would Like to Welcome the Incoming Class of 2011

New Doctoral Students

Tiffani Rose Chen

My name is Tiffani Chen and I’m a 2011 graduate of Mason’s I/O Masters program. I’ll be starting in my third year of our PhD program. I’m originally from Toronto, Ontario and graduated from Princeton University in 2006 with a BA in Psychology. After undergrad, I spent three years in New York City working for an Executive Search Firm. In my spare time I enjoy training for and competing in triathlons and completed my first Ironman 70.3 this past summer. I work with Dr. Stephen Zaccaro and Dr. Reeshad Dalal and my research interests are communication in virtual teams, multiteam systems and shared leadership.

Sam Holland

I grew up in Baltimore, Maryland and did my undergraduate work at Northwestern University, graduating in 2008 with degrees in Psychology and Mathematical Methods in the Social Sciences. My honors thesis was an exploration of a personality construct which started my current research interests in personality and situational effects, topics that I hope to continue in my PhD work. Since college, I’ve been working in Chicago and taking advantage of all the activities and restaurants the city has to offer. In my spare time I enjoy tinkering around in the kitchen cooking and I’ve recently gotten back into soccer after a many year hiatus. I’m looking forward to moving back to the East Coast and exploring a new city (and meeting all of you)!

Alex Lindsey

My name is Alex Lindsey, and I am an incoming first year Ph.D. student at George Mason University. I am originally from Indianapolis, Indiana and I recently received my undergraduate degree in psychology from the Purdue School of Science at Indiana University – Purdue University Indianapolis (IUPUI). During my time at IUPUI I was exposed to research topics including prejudice confrontation and discrimination in the workplace. Once I join the I/O program at George Mason University, I hope to continue researching these topics with a greater focus on individual and organizational strategies for reducing discrimination and promoting diversity at work. In my free time I enjoy keeping up with sports and listening to live music. Additionally, I like to dance, play cards, and spend time with friends when I am not too busy with school. I am excited about moving to the Washington D.C. area, and I look forward to joining the I/O program at George Mason University this fall!

Qikun Niu

My name is Qikun Niu. I just finished my undergraduate studies in Psychology at Peking University, China. I’m really excited that I will be in the I/O Psychology program and working as a doctoral student with Dr. Lois Tetrick at GMU. My research interests vary because I always find several topics in I/O Psychology are attractive, but in the near future I may focus on areas like occupational health psychology, leadership, and quantitative methods. In my spare time, I like listening to music, playing computer games, doing all kinds of sports (I especially like running, swimming, and badminton), and hanging out with friends at the bar. I look forward to enjoying myself with my future friends, and I am happy that I will not have to watch live NBA games in the morning anymore!

(See Incoming Class, page 7)
Nicole Giacopelli

My name is Nicole (Nikki) Giacopelli, and I recently graduated from James Madison University with a BA in Psychology. I am originally from Bergen County, NJ, and grew up right outside of New York City. As a Master's student, I hope to be very involved in research and would love to work as a research fellow for the Consortium. I plan to focus on training and personnel selection within the field of I/O Psychology. Some hobbies of mine include running, cooking, and reading. I'm excited to start the program in the fall and get to know the D.C. area!

Brendan Hunt

I grew up right outside of Pittsburgh, PA, and currently live in the city. I am looking forward to moving to a new area with (hopefully) better weather. I attended Penn State and received my BS in Psychology with a biological/evolutionary focus in May of 2010. While pursuing my undergrad degree, I spent two years as a research assistant in a gender psychology lab that focused on various congenital conditions that affect sex-typed behaviors. For the past year, I have

Emily Antolic

I went to school in the North Carolina mountains at Appalachian State University, where I majored in Psychology and minored in Sociology. My senior honors thesis was on the effects of circadian rhythm preferences on time-of-day concentration. I loved taking control of a full project and learning more about the research process. Cross-cultural differences, personnel selection process, and global HR are fields that interest me, and I hope to learn more about these areas while studying at George Mason. During my free time I enjoy baking, taking my dog (Penny Lane) to the puppy park, hiking, and traveling to new places! I’m always excited to learn from other’s experiences and engage my mind.

Michael Brady

I received my B.A. in psychology from Sewanee: The University of the South in 2009. I was born in Pittsburgh PA, but mainly grew up in rural Pennsylvania. Since graduating college I’ve spent most of my time in the DC area, working as an administrative assistant at Covington & Burling LLP. As of now I am still unsure of my specific interests in I/O psychology, however I enjoyed studying employee selection and motivation during my undergraduate coursework. In my free time I enjoy spending time with friends, golfing, and reading.

Daniel Shore

My hypothetical fortune cookie says: “A big, exciting transition is on the horizon...and it will take you to Virginia”.

My name is Daniel Shore. I grew up in Illinois and attended Bradley University (in Peoria, IL) for my undergraduate degrees in Psychology and Radio/TV Broadcasting, and graduated in 2009. For the past two years I have lived in Chicago gaining a variety of experiences working in sports radio, preschool education, non-profit youth programming, and summer camp management (which I’m currently doing until moving to Fairfax!). All of these opportunities have honed my interest in organizational structure and team collaboration, hence my choice of Mason!

New Masters Students
worked in the community as a family therapist, but I have known that I wanted to continue my education, which has led me to this program. I am still looking to develop concrete research interests, but I have found research involving stigmas, organizational motivation and morale, and team dynamics very intriguing. Beyond school, I am very involved in comedic performance, and I plan to pursue stand-up and improv performance opportunities in the DC area once I arrive. I look forward to meeting and getting to know all of the students and faculty of the I/O program!

**Zehra Jaffri**

Hey everyone! My name is Zehra Jaffri. I just graduated from Davidson College in NC with a major in Psychology and a minor in Religion. I'm originally from Alexandria, VA which is about 45 minutes from GMU. My senior thesis was on cognitive slowing and brain exercise—a basically I taught older adults how to play computer games and looked for benefits. Last summer, I got the opportunity to do I/O research with Dr. Eden King at GMU. We looked at work-family conflict and work-family enhancement. The experience solidified my decision to pursue I/O in graduate school. In my free time I enjoy hiking, dancing, and finding obscure bands to listen to and tell my friends about.

**Sooyeol Kim**

Hi, my name is Sooyeol Kim. I am originally from South Korea, but I’ve recently graduated from Michigan State University. I will be joining the Masters program this fall. My research interests include diversity, discrimination issues, and cohesion. I was fortunate to present my research on “Extending Models of Invisible Management: Religion in the Workplace” recently at SIOP. I am very excited to join the GMU I/O program, which is one of the top I/O programs in the country. I like to watch sports games and listen to music, especially British Rock. I also play the drums in my church band. My wife and I are hoping for good entertainment and shopping in the D.C. area. I look forward to seeing you all!

**Kristen Randolph**

Hi everyone! My name is Kristen. I was born in Flemington, NJ and went to school at The College of New Jersey. I recently graduated with a B.A. in Psychology, concentration in Industrial/Organizational, and a minor in Spanish. In undergrad I was very involved in all aspects of campus life. I was a cheerleader, member of a variety of clubs/honor societies, and a research assistant for an Organizational Misbehavior Lab. I wrote my Senior Independent Study paper on moderators of Emotional Labor and focused much of my undergrad on this construct, but I’m hoping to get a better grasp of the many different areas of focus that I/O has to offer within my first year at George Mason. In my free time I love to tumble (right now I attend an adult class once a week and I’m hoping to find something similar in VA), read, run, and have fun! I’m looking forward to the fall and becoming a part of the George Mason family!

**Sara Rogone**

Hi! My name is Sara Rogone, and I grew up in Richmond, Virginia. I graduated with a B.A. in Economics from William and Mary in 2008. Ever since then, I have been working for IBM in their Human Capital Management consulting group, mainly helping the Office of Personnel Management with their Human Resources Information Technology Transformation program. Through my work experience, I became interested in topics such as leadership, team dynamics, and employee motivation, but I am looking forward to learning about all the different areas that I/O has to
How did your experience in the George Mason I/O Psychology Program help you to start and manage Fors Marsh Group?

It prepared me in so many ways. The technical training was of course excellent. But more important than that, during my time working with Dr. Zaccaro I learned how to really think -- how to identify the real problems, break those problems down into manageable pieces, and then work towards a solution in a structured and efficient manner. This is something I thought I already knew how to do when I got to graduate school, but came to realize that I had a lot to learn.

The program also provided a group of extremely bright people to try to persuade to come and join our young company. If these individuals hadn’t chosen to work with us when we first started, I doubt Fors Marsh Group would still be around.

What are some of the challenges and rewards you have experienced in owning your own company?

Every day is filled with challenges. Being responsible for so much can be very overwhelming. In the last five years, we have doubled in size, more than tripled the number of clients, and brought in three times the revenue. Most of my own development has been through on-the-job training, and I’m fortunate to be surrounded by people who help me achieve more than I would be able to on my own. Recently, we redesigned our website. A huge moment for me was looking at the finished product and reflecting on how far we have come.

What do you see as Fors Marsh Group’s competitive advantage over other companies that do similar work?

We approach all of our relationships — with employees, research partners, and clients — as if they are going to be long-term relationships. Our expectation is that people who start working with us today will be with us in 15 years. We expect that every new client will be a client for years to come.

Kaila Simpson

I grew up in West Palm Beach, FL and attended the University of Florida, where I earned a B.S. in Psychology in 2009. Throughout undergrad, my favorite applications of psychology were cognitive, behavioral, and personality, and I focused my research projects on topics such as attention, memory, motivation, and the use of personality assessments in career path selection. After graduation, I moved to the DC area and soon began working with body language expert Janine Driver. As Director of Operations at the Body Language Institute, I headed up the internship program and corporate training programs, authored blogs on nonverbal communication as it relates to the workplace and relationships, and co-authored several chapters in Knack Body Language: Techniques on Interpreting Nonverbal Cues in the World and Workplace. I have always been interested in personality constructs, workplace behavior, and job attitudes, and intend to focus my graduate research on how personality and behavior affect workplace motivation and productivity. I love waking up with a cup of coffee, and in my free time enjoy reading, tennis, traveling, and going to concerts. I look forward to meeting everyone soon!

IOPSA EXTENDS A WARM WELCOME TO ALL OUR NEW STUDENTS!
This way of thinking affects everything we do from a business perspective.

Since graduating from George Mason, you have continued to publish articles and present research at conferences. Why do you feel this is important? How do you manage to fit this into your already busy schedule?

There are three primary reasons why I think this is important and something that we encourage all Fors Marsh Group researchers to do. First, and most important, is the axiom that people like Drs. Zaccaro, Klimoski, and Cortina ingrained in me at George Mason: Your reputation is the most important thing you have in this field. You may be the brightest, most motivated, most conscientious person in the world, but if you have not worked to manage your reputation, you may never get the opportunities you deserve. Remaining active in research is a great way to network with peers and also a great way to manage your reputation. Second, if you are part of a business that prides itself in offering theoretically sound solutions to customers’ problems based on the most recent and advanced research (as we do), you have to constantly be learning. Researchers and practitioners are working every day to advance theory, measurement, and application. We have to learn from their successes and failures to stay competitive. The final reason is simple: I really enjoy doing it.

The only way I am able to fit publishing articles and presenting research into my schedule is because I work with great people. Almost everything we do at Fors Marsh Group, we do in teams. This way we can each carry less of the load to get the same thing done, the product is better, and we actually get to have a little fun in the process.

The I/ON: GMU’s I/O Newsletter

PhD Alumni Award, continued from page 9

Rachel: What are some of the challenges and rewards you have experienced in your career as an I/O psychologist?

Mr. Paskey: The best challenge I’ve had over my career is learning how to make the “I/O voice” meaningful with organizational leaders. We have to look across disciplines and understand how we add value to what the business, HR and OD fields are doing. At the end of the day, I have to show that leader, in their language and terms, why an organization’s culture matters or why it’s important to use valid assessments for hiring. I have to see I/O from the perspective of someone running a business. The most rewarding part of my career happens at least once a year, usually at SIOP – seeing all my friends and colleagues that I’ve worked with over the years. We are a tight-knit community, and we are all doing so many cool things!

Rachel: Do you have any advice for current Master’s students about being a successful I/O psychologist? Do you have any advice on how to pursue one’s specific interests?

Mr. Paskey: Be comfortable working with people who are a lot smarter and know a lot more than you do. You’ll learn and grow a lot in those situations. Also, I can help an organization improve performance through its people strategies, but I’ve never done it successfully without great colleagues and great leadership. Find what you love in I/O and be prepared for when the opportunity to pursue your interests comes around. I’ve never regretted making the leap of faith into a new opportunity.

Rachel: Is there anything else you would like to add?

Mr. Paskey: Thank you again for the recognition. It made SIOP very special for me this year!

Masters Alumni Award, continued from page 5

models. I think I added value by bringing a research and empirically-based perspective to our initiatives. In return, they taught me how to look beyond I/O and understand how what we do contributes (or doesn’t) to a company’s financial performance.

Rachel: What is your favorite part about your current position as VP of Talent and Rewards?

Mr. Paskey: I grow professionally every day at Aon Hewitt and I’m surrounded by amazing colleagues and leaders. I’m proud of what we do and how many organizations we help. On any given day, I may be working with an organization on a leadership issue, an employment engagement initiative, helping an organization with their change management strategy, or developing a selection assessment. With 29,000 employees worldwide, we’re touching a lot of organizations!
Phase 1 – The kindling year

Life in grad school during the first year is an experience that builds on the undergraduate training that one receives. In the first year, your days will be spent kindling the motivational fire that will drive you in the coming years. For those who are morning people (i.e., yours truly), the day would begin by reading over texts and devoting multiple hours to the reading of journal articles for class, lab groups and personal interests (read: related to the paper you will eventually submit to take comps). A central goal of the kindling year is reading a lot – you’re in a stage in which building your knowledge base is key (it could pay off in later years). The kindling year’s appellation derives from developing an interest in an area (or several) and working with your advisor (among others) to build research projects around it. The kindling then begins to burn from both your inner drive to do an interesting project, as well as an outer force from the faculty to choose and begin working on your projects.

Phase 2 – The oxidation expedites...

Shifting out of year one results in a qualitative change to the quotidian grind, not to mention the heat of the fire. Into the second year, students begin to work on their own projects in earnest. Thus, the expenditure of time shifts from mainly reading, into writing, data collection and the planning of personal, as well as faculty-led, research. With such change, so too grows the rate of oxidation as students move from a passive, information-receiving role, to a role in which they are actively engaging in research consistent with their interests—fanning the internal fire. These research projects that may not end for years (yes, years), and involve others, perhaps even external stakeholders—putting the fire to one’s rear-end to finish, write-up and submit the project for publication/presentation.

Phase 3 – A comprehensive conflagration (...sadly, unlike a disco inferno)

The “prodding” fire of graduate school is felt no stronger than in the years surrounding comprehensive exams. Life toward the end of the second and the entire third year are characterized by a looming and, indeed, somewhat ominous, recognition that your time is nigh—leading to rapid-fire writing to submit that qualifying paper as well as an almost first-year-like return to reading to expand your

knowledge base for the comprehensive exams.

Phase 4 – Fallin’ through the burnin’ ring of fire (... and into “real life”)

“Congratulations!” You’ve passed comps and now the time has come to propose and defend you dissertation, Mr. or Ms. “Doctoral Candidate!” Days of lazing about are finally arrived, right? Well, that depends on whether you want to graduate. Days during your final years are spent quite differently, depending on your future plans. Future academics dive, nose-first, through that fiery ring of fire that leads them to submit every project they can to a journal (only to receive more scalding feedback from reviewers…). By contrast, future practitioners leap daringly into the heat of deliverable deadlines and client meetings. At no other time does the internal fire drive your expenditure of time—and, as a result, at no other time are students more at liberty to align internal-motivation and external-accountability fires to really drive them toward the coveted 3-letter suffix: p, h, and d.

Thank you to everyone for supporting the George Mason family at SIOP 2011.

We’ll see you in San Diego!
great collaborator, keep working with him or her!

- First do the thing that's closest to being done. When you make your daily to-do list, try to prioritize the paper that is so close to publication that you can almost taste it. In other words, work on the page proofs that need to go out or the R&R&R&R that you have almost convinced the editor about instead of the shiny new project that may distract you.
- Find a home for every paper. Eschew the file drawer effect! When you get knocked down, get back up again! Take negative feedback from one journal as inspiration to improve your paper and send it out again. Just think of it as Version 2.0.
- When you’ve had a rough day (and you will have rough days), use evidence-based mood repair strategies. Exercise! Spend time with friends! Reap-praise the situation! Use too many exclamation points in your writing!
- It also helps to adopt a learning goal orientation when working on papers. Publishing your paper is obviously a very important goal, but it is not the only goal. Think of all the wonderful journal articles you’ve read for this project, the terribly sexy statistical techniques you’ve learned along the way, and so forth.
- Don’t be afraid to sell yourself. Sell, baby, sell! When it comes time to tell your committee about the work you’ve been doing, don’t hold back. This is no time for modesty--highlight all of the accomplishments and accolades that you have earned. [Side bar: it really helps to keep track of all of these things as you go!]
- Think about my grandma. Make sure that non-

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Thank You,
Sponsors and Alumni!

*I/ON* readers are probably very familiar with reading about IOPSA (Mason’s Industrial/Organizational Psychology Student Association) in our pages. What readers may not know is that, as a student association at Mason with a very limited budget, we depend upon donations to maintain many of our activities such as printing and distributing *The I/ON*. Fortunately, organizations in our area are very supportive. We are very pleased to recognize the generosity of our corporate sponsors of our 2010 SIOP Reception—Federal Management Partners and Fors Marsh Group. *Fors Marsh Group* also served as the official Co-Sponsor of IOPSA’s 2011 Reception at SIOP.

Thank you both for your support!

IO psychologists like my grandma can understand what you are trying to explain in your research statement. This is really important because faculty and administrators from all different sorts of backgrounds will be reading and evaluating your packet.

- Enjoy the mini-milestones. Talk about a journey! From submitting the packet to officially getting tenure can take more than a year, with lots of hurdles in the middle. Toasting each hurdle however makes you happy because the final step might otherwise feel a little anticlimactic and we wouldn't want a bunch of depressed associate professors out there.
- Paradoxically, thinking about the worst that
**2nd Annual Alumni Picnic**

**Mason Alumni:**

Please join us for our Second Annual Alumni Picnic!

**Who:** Current Students, Faculty, Alumni, and Friends of the Mason I/O Program

**What:** A Picnic Potluck! Students and Faculty will bring the food — Friends and Alumni just come!

**When:** October 1st, 2011 from 4:00-7:00pm

**Where:** Olney Park (1840 Olney Road, Falls Church 22043)

Alumni and Friends of the Mason Program, please RSVP to Cliff Haimann at chaimann@gmu.edu.

**We hope to see you there!**

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**Reeshad Dalal:**

The Dalal lab is continuing its productive program of research on situational strength and decision-making. New projects involving goal setting, counterproductive work behaviors, and teleworking are also getting under way.

**Steve Zaccaro:**

The Z-lab is engaged in a number of laboratory and field studies on shared leadership, military leadership development, team leadership, and team dynamics. We are also gearing up for an experiment to study internationally distributed multiteam systems that are tasked with "innovating against time." •

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**Fall 2011 Brownbag Schedule**

<table>
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<tr>
<th>Date</th>
<th>Presenter</th>
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<td>31-Aug</td>
<td>Welcome back</td>
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<tr>
<td>7-Sep</td>
<td>Afra Ahmad (GMU) &amp; Jaclyn Jensen (GWU)</td>
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<tr>
<td>14-Sep</td>
<td>Jaime Lester (GMU)</td>
</tr>
<tr>
<td>21-Sep</td>
<td>Christian Dezso (UMD)</td>
</tr>
<tr>
<td>28-Sep</td>
<td>Matt Cronin (GMU)</td>
</tr>
<tr>
<td>5-Oct</td>
<td>Jeffrey Edwards (UNC)</td>
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<tr>
<td>12-Oct</td>
<td>Jose Cortina &amp; Seth Kaplan (GMU)</td>
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<tr>
<td>19-Oct</td>
<td>Rodney McCloy (HumRRO)</td>
</tr>
<tr>
<td>26-Oct</td>
<td>Tracy McCausland &amp; Joe Luchman (GMU)</td>
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<tr>
<td>2-Nov</td>
<td>Cynthia Stevens (UMD)</td>
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<tr>
<td>9-Nov</td>
<td>Kathryn Bartol (UMD)</td>
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<tr>
<td>16-Nov</td>
<td>Ron Vega &amp; Cliff Haimann (GMU)</td>
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<tr>
<td>23-Nov</td>
<td>Thanksgiving break</td>
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<tr>
<td>30-Nov</td>
<td>Departmental brownbag</td>
</tr>
<tr>
<td>7-Dec</td>
<td>Semester wrap-up</td>
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</tbody>
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(Tenure, continued from page 12)

could happen might help keep things in perspective.

If you don’t get tenure, you can go applied. You’d still probably be working your ass off, but you might well enjoy a world where gratification is measured in weeks or months, not years (and years and years--I just published a paper that I started 8 years ago!). And, hey: in the applied world, you might get paid very well! There, that isn’t so bad, now, is it?

Last but not least, there’s always this to look forward to when you finally get tenure: http://www.newyorkerstore.com/2009/today-class-im-proud-to-announce-my-tenure/invt/132652

So there you have it. Following these recommendations could make your tenure process significantly smoother (two-tailed $p < 0.05$). •

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If you are interested in presenting at Brownbag in the Spring please contact Amanda Anderson at aander10@gmu.edu.
A Great Partnership: George Mason University & Personnel Testing Counsel

Author: Jenna Bender

While the George Mason I/O program has many obvious benefits, I particularly enjoy one of the lesser-known benefits: GMU’s relationship with the Personnel Testing Counsel (PTC) of Metropolitan Washington. PTC is a local professional association for persons interested in employee selection, job analysis, performance management, and equal employment opportunities, as well as many other issues in I/O psychology. Last year, I was an avid meeting attendee, and this year I am assuming the mantle of liaison between PTC and GMU.

As a Master’s student, I have strong applied interests. PTC provides me with a great opportunity to network with the over 200 members, many of whom are I/O students, practitioners, statisticians, HR professionals, and GMU alumni. The monthly luncheon meetings and quarterly workshops host a wide range of speakers from both research and practitioner backgrounds addressing issues and research relevant to the I/O community. I find these activities to be incredibly interesting and a useful supplement to in-class work. I have heard presentations from a number of great speakers, including many “house-hold names” in I/O, such as Dr. Art Gutman, Dr. Elaine Pulakos and Dr. Rose Hanson. I am especially looking forward to hearing Dr. Bob Hogan! Recent topics have included: alternatives to traditional cognitive ability tests, video-based selection assessments, and performance management best practices. All these things got me interested in PTC and keep my going back for more.

Whether you’re looking to network, keep yourself updated on the newest research in the field, or both, PTC is a great way to be involved in the I/O community. If you’re interested in finding out more about PTC, feel free to contact me at jbender@gmu.edu or go to www.ptcmw.org for more information.

2011 GMU Masters Graduates:

- Ben Amos*
- Katy Butler
- Shih-Yu (Sylvia) Chen
- Tiffani Chen*
- Leigha Doherty
- Ryan Ginter
- Andrew Hale
- Tessa Kofler
- Tracy McCausland*
- William Pate
- Eric Miner
- Arianne Nicolov
- Rachel Plugge
- James Robinson
- Suzette Tassin
- Ron Vega*
- Cristina Wilcox
- Hillary Wolski

* Masters Receipts that are currently in the PhD Program.

2011-2012 IOPSA Board

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<th>Name</th>
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<tr>
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<td><a href="mailto:rfeyre@gmu.edu">rfeyre@gmu.edu</a></td>
</tr>
<tr>
<td>Social Chair</td>
<td>Tammy Levy</td>
<td><a href="mailto:tlevy2@gmu.edu">tlevy2@gmu.edu</a></td>
</tr>
</tbody>
</table>
Good News Corner:

- Eden King became associate editor for *Journal of Management and Journal of Business and Psychology*; she and her husband welcomed their daughter Maezie Jie-ann King Liaw (Right) into the world this past March.
- *Multiteam Systems: An Organization Form for Dynamic and Complex Environments*, co-edited by Stephen Zaccaro (GMU), Michelle Marks (GMU), & Leslie DeChurch (GT) was recently published.
- Xiaoxiao Hu was awarded the First Prize Award of the 2011 IACMR Li Ning Dissertation Proposal Grants, International Association for Chinese Management Research
- Katherine Ely won the Fleishman dissertation award.
- Johnathan Nelson recently became Assistant Professor of Management in the School of Business Administration at Morehead State University.
- Joe Luchman published "Getting older and getting happier with work: An information processing explanation" *Social Indicators Research* along with Seth and Reeshad.
- Second year PhD student, Afra Ahmad, won the psychology department’s Outstanding Graduate Teaching Award.

Congratulations to GMU Students who recently earned their PhD:

**Dr. Tiffany M. Bennett**
*Dissertation*: Applying the Unfolding Model of Turnover and Job Embeddedness to the Retirement Decision Process
*Post Graduation*: Tiffany is continuing to work at PDRI in Arlington, VA

**Dr. Lisa Gulick**
*Post Graduation*: Lisa is currently working as a Human Capital consultant with Deloitte-Australia in Brisbane, Queensland. She works on a variety of projects, but her main areas of focus continue to be in leadership, diversity, and change management.

**Dr. Alicia Stachowski**
*Dissertation*: A Model of Time Use at Work: Individual Differences, Time Use, and Performance
*Post Graduation*: Alicia is starting as an Assistant Professor at the University of Wisconsin this Fall.

**Dr. Meredith Cracraft-Ferro**
*Dissertation*: An Exploration of Cognitive Processes in Adaptive Performance
*Post graduation*: Meredith is continuing to work at PDRI, where she has been for 6 years now.

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 litetrick@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 aahmad14@gmu.edu (Afra Ahmad) or atomassc@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. 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 Pittsonberger, 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
- Afrag Ahmad

Faculty Advisor:
- Dr. Seth Kaplan

Current Edition Contributors:
- Cliff Haiman
- Amanda Anderson
- Seth Kaplan
- Reeshad Dalal
- Rachel Feyre
- Jenna Bender
The I/ON — Spring 2011

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George Mason University
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Fairfax VA, 22030

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

2nd Annual Alumni Picnic

Mason Alumni:
Please join us for our Second Annual Alumni Picnic!

Turn to page 13 inside for all the details.

We hope to see you there!