**President’s Address:**

Watering IOPSA’s Seeds and Growing its Community

David Geller

“Never put off till tomorrow what you can do today.” The 2009-2010 IOPSA executive committee takes heed of Mr. Jefferson’s words, and in doing so, promises that this upcoming year will be one characterized by growth and enhancement for GMU’s Industrial Organizational Psychology program.

In the same breath with which the new IOPSA executive committee congratulates and welcomes the program’s incoming master’s and doctoral students, we also offer a renewed embrace to the general IOPSA community. During our summer meetings, the IOPSA board set challenging, but essential and attainable, goals for the upcoming year that aim to strengthen and expand the existing IOPSA community, both on campus and off. These goals include growing the program’s relationship with alumni and affiliates, efficiently utilizing the endeavors of current graduate students, and fostering a durable relationship with the undergraduate student body. We will continue to communicate our goals and our progress on them as we make headway.

The current board’s ability to strive toward such goals is a function of the outgoing committee’s success. We thank the outgoing board for its great effort; we will continue the hard work. As president I humbly stand beside the following individuals who comprise the 2009-2010 IOPSA executive committee.

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**Letter from the Editor**

Seth Kaplan

Hi everyone. I am happy to introduce this issue of the ION. I would like to use this letter to discuss a couple of important items. First, I want to thank all of the students and other contributors who, over the years, have made the ION the very impressive publication it is today. Believe it or not, this is the 14th volume of the ION! As a student-run and student-produced newsletter, putting out each issue requires a tremendous amount of time and effort. For all of you who have put forth such time and effort, thank you on behalf of the whole Mason IO community!

There are some individuals who warrant special

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2009-2010 IOPSA Executive Committee

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Organizational Spotlight on Gallup: An Interview with Kathy Stewart
Elizabeth Conjar and Kathy Stewart

Gallup is a global research-based consulting firm that specializes in employee and customer engagement. While many readers are surely familiar with Gallup as a polling company, it is less well known that Gallup is also involved in a number of endeavors distinctly related to Industrial-Organizational Psychology. For example, Gallup develops and consults around a variety of practices including selection, development, and strengths-based leadership programs. The consulting work that is done is not directly tied to any of the polling initiatives, although both areas of the firm strive to reach the same goal: to determine what the world is thinking. In the case of the Gallup’s employee engagement work, the goal is to determine what employees and customers are thinking, and how this information can be used to grow relationships and positively impact an organization’s bottom line. While Gallup primarily engages in external consulting, internal research and practice informs many of its programs. As such, all consulting tools made available to Gallup clients are put into use with its own employees.

At Gallup, one position that an Industrial-Organizational Psychologist may be hired to fill is a Consulting Specialist position. In 2008, GMU IO graduate, Kathy Stewart, started working at Gallup in this role. The rest of this article will detail an interview conducted with Ms. Stewart on her position at Gallup, the position’s relevance to IO Psychology, and will offer a little bit of advice for those IO students who wish to go ‘applied’.

Q: What is a brief description of your position at Gallup?
A: At Gallup, I’m called a Consulting Specialist. I essentially was hired to develop a deep knowledge in a particular area that I found interesting, and to become an “expert” in this field. I gravitated toward selection and employee engagement very early on, but have been mostly focused on developing my skills around employee engagement consulting. However, when the economy picks up I would like to get involved with developing selection instruments as well. On any given project my role can vary, but essentially I am involved in both the up-front logistical components of a project (i.e. launching a survey and all the work required to get the survey launched) as well as the back-end consultation of reporting results to clients and creating training.

President Obama and Diversity Research: The Implications of Making History
Chad Peddie

On November 4th 2008, over 131 million Americans turned out to voice their opinions about who should lead the United States over the next four years. The events of that day resulted in the nation swearing-in our first African American president, Barack Obama. The president works to bring life to his campaign promises, some of the issues he has proposed to address have ties to concepts of interest to Industrial Organizational Psychologists. In fact, the ethnic identity of our new president has the potential to propel certain lines of IO research. This administration may prompt and increase research regarding the roles of many groups including: ethnic...
Conducting Cross-Cultural Organizational Data Collection
Vias Nicolaides

Data collection is widely regarded as one of the most consequential, as well as exciting, stages in research endeavors. Consequential, for the manner in which one collects data may bias results and obscure the relative truth scholars seek. The data collection process can become especially daunting when the researcher travels to another country to collect data. In this brief article I will attempt to summarize my novel experiences in the matter as well as give a word of friendly advice for those engaging in cross-cultural data collection.

Hopefully, the researcher has a theory he/she wants to test and has assembled corresponding questionnaires. The next step the researcher should take is to contact the organization(s) he/she is to survey. It is generally best to start from the top and go down the hierarchical ladder. I have found that this grants respect to the researcher in employees’ eyes, as well as motivates employees to take the study more seriously. In addition, it would be of great help if top management sent an announcement to inform employees about the impending study and to encourage participation, doing so can increase the response rate.

Top management should always be involved with the research as much as possible, but also should not be burdened by it. Try to be laconic whenever you talk to managers, since they are always busy. Moreover, talking to various employees of different ranks will give the researchers an idea of the general status of a number of different variables (e.g., structure, employee relationships, tasks, communication style, etc.) within the organization while also inspiring ideas and enhancing the investigation in

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Center for Consciousness and Transformation: Interview with the Director
Phillip Gilmore interviews Dr. Lois Tetrick

“Our initiated in 2009, the Center for Consciousness and Transformation is an interdisciplinary research and teaching center at George Mason University whose mission is to understand the nature and effects of individual and group consciousness and its role in transformative learning and social change” (cct.gmu.edu)

Our very own IO Program Director Dr. Lois Tetrick has been selected as the Director of the new Center for Consciousness and Transformation (CCT). With an eye on IO, Dr. Tetrick graciously joined me in an interview to talk about the exciting new center.

-Please tell our readers about the interdisciplinary nature of CCT.
CCT is interdisciplinary. This is a core value of CCT—recognizing that consciousness and transformation have been studied from many different perspectives including such disciplines as philosophy, psychology, cognitive science, neuroscience, biology, and medicine. CCT facilitates interdisciplinary examination of consciousness and transformation by building a community of scholars who share a common interest. CCT builds this scholarly community through providing

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What Confucius Told Us about Happiness
Xiaoxiao Hu

Last semester, I borrowed a book entitled The Happiness Hypothesis in which the author linked ancient wisdoms with scientific research on happiness-related topics. After reading this wonderful book, I couldn’t help but wonder: did Confucius say something about happiness as well?

(Continued on page 11)
Who’s New?

This year brings another wonderful and enthusiastic new class of students. As has become tradition in the fall ION, here are our newest best and brightest along with their Hollywood style headshots. Let’s have a look at their impressive bios and purty mugs that only Jose could love. I’m kidding...Jose doesn’t even love baby kittens.

**PhD Students:**

**Tracy McCausland**

I am originally from Albuquerque, New Mexico and made my way out to North Carolina where I completed my undergrad at Davidson College this past May. I graduated with a B.S. in Psychology and a concentration in Spanish. At Davidson I was lucky enough to work with some wonderful professors who exposed me to the field of IO and all of the potential opportunities. As a result of my course selections and research exposure, my interests include leadership, teamwork, and work-family balance. In my free time, I love to play sports: soccer, basketball, softball, or anything else. At Davidson, I played four years of varsity soccer. During my junior year I had the opportunity to study abroad in Valencia, Spain, and consequently I love just about all things Spanish. I enjoy traveling, and look forward to living in the D.C. area!

**Irwin Jose**

My name is Irwin Jose, and I’m a third year student in the program. Technically, it is my first year in the doctoral program, so I’m easily considered a newly admitted student. In school, my interests revolve around leadership and multicultural teams. However, I do also extend these topics into areas such as sexuality and the effects of perceived organizational support on diversity and counter productive work behaviors. Outside of school, I pretty much enjoy all of the typical things you would expect: spending time with friends, enjoying nature, cooking, and simply enjoying myself.

**Heather Mullins**

Although I am originally from La Place, Louisiana, I spent most of my life in a suburb of Detroit, Michigan. I earned a B.S. in Psychology (Dec. 2006) and an M.A. in IO Psychology (Dec. 2008) from Wayne State University in Detroit, MI. While I was at Wayne State, I was involved in research on performance evaluation and biases, emotions in the workplace, selection and decision making, and turnover. I also worked for Henry Ford Hospital (Detroit) as a researcher in the development of a model to predict sleep apnea. My current research interests include personnel psychology, selection, testing, validation, measurement, and statistics. In my free time, I enjoy listening to music, creating art, and spending time outdoors.

**Eric Weis**

My name is Eric Weis. This is my family.

I’m an active duty LTC (Lieutenant Colonel) in the U.S. Army from Silverthorne, Colorado. Although I call Colorado home, I spent junior high through college in Northern Virginia. I graduated from James Madison University in 1992 with a degree in Psychology. I returned to school in 2001 as part of the Army’s Advanced Civil Schooling (ACS) program and received an M.S. in Social Psychology from Penn State in 2003. This is my second ACS tour - this time for a PhD - with a follow-on assignment as a Professor at the United States Military Academy. My experiences as an Infantry officer leading Soldiers on multiple combat tours in Iraq and operational assignments around the world led me to question a lot of the mental and foundational leadership training we put Soldiers through prior to deployments. I hope to follow this aspect of leadership training/execution/recovery within the moral and ethical paradigm of killing in combat. I'm married to my college sweetheart, Danielle, and have two beautiful kids (Campbell & Tucker), who keep me incredibly busy. I enjoy all sports (especially volleyball, golf, and soccer), riding my motorcycle, and taking family hikes with our golden retriever, Tybee. I'm excited about returning to the academic environment and look forward to working with all of you.

**Ron Vega**

I was born in Hackensack, NJ on April 27, 1987. When I was 6, I moved to Reading, Pennsylvania (the home of the Reading outlet stores and the former home of the Reading Railroad). After graduating high school and transferring colleges, I ended up at the Pennsylvania State University where I became interested in IO psychology and decided to attend graduate school. In the fall, I will be starting my first year as a Ph.D. student at George Mason. My goals for the near future are to be successful as a grad student and afford my monthly bills. Down the road I hope to graduate with my Ph.D. and hopefully make a career out of academics.
Ben Amos

I am originally from New Jersey and moved to the northern Virginia area about seven years ago. I was a Business Administration and Religion double major at the University of Mary Washington for my undergraduate studies. I also have a Masters of Business Administration and an MS in Information Systems from the Robert H. Smith School of Business at the University of Maryland. Eventually, I saw the light and took a number of psychology classes here at George Mason before starting the program. I have been working for the Federal Government while I have been in the area and am currently at the Office of Personnel Management. For fun I love traveling, anything outdoors, and sports – especially fencing. I just got back from an amazing three month trip all around Europe and can’t wait for my next trip. I am excited by the caliber of the students I have met so far and look forward to meeting the rest of you soon.

Master's Students:

Ryan Ginter

Although I’ve moved more than a dozen times, I lived in Ohio until I relocated to Northern Virginia to attend George Mason University. I immediately fell in love with Northern Virginia and the Mason community. While at Mason, I was involved in research in the Human Factors and Applied Cognition Lab, and also worked as a substitute teacher. I graduated from Mason in the spring of 2009 with a B.S. in Psychology. Among my interests in IO are occupational health issues including stress and non-cognitive predictors of job performance. In addition to psychology, I have a passion for music. I have been playing the piano since I was two, and for the past few years I have been attempting to learn any instrument I can get my hands on. I’m also fascinated by pre-modern and ancient history, as well as mythology and folklore. And, being a child of the 80’s, I’m slightly addicted to all things video games and am amassing a collection of classics from my childhood.

Alexis Gray

My family moved a good bit while I was growing up, so even though I am originally from Nashville, Tennessee, I usually say I am from Minnesota because that is where I graduated from high school. When I have free time, I like to try new restaurants, read, travel, and fiddle with photography. I also love good music and have been known to listen to the same album non-stop for weeks. Professionally, I have experience in editing and in asset management, and I am now working as a team leader for a new education and employment program for the Department of Defense. In terms of my academic background, I graduated from Brigham Young University with a B.S. in Psychology. My research interests are wide and still evolving, but currently include organizational change, training, gender/discrimination issues, work/life balance, leadership, and team dynamics.

Tiffani Chen

I’m originally from Toronto, Ontario and I attended Princeton University graduating in 2006 with a B.A. in Psychology. At Princeton, I was a member of the cycling team and served as a residential adviser. I did my undergraduate thesis on language acquisition and cognition. Since graduating from Princeton, I’ve been working as a research associate for Russell Reynolds Associates, an executive search and assessment firm. My research interests include personality and emotions as predictors of performance. Outside of school, my interests are generally anything active as well as cooking, coffee, and game nights with friends.

Sylvia Chen

My name is Shih-Yu (Sylvia) Chen. I was born in Taiwan, and I moved to Texas when I was about eleven years old. I received a B.A. in Psychology and a minor in French from Wesleyan College. I was a member of Psi Chi, Pi Gamma Mu, Phi Sigma Iota, and Mortar Board. During my undergraduate studies, I did research on sleep pattern/qualities, pathological internet usage, and cross-cultural adjustment. My academic interests in IO include cross-cultural issues and personnel selection. Lastly, I enjoy traveling, reading, drawing, and spending time with my family. I’m looking forward to starting grad school at George Mason!

Andrew Hale

I have lived in the outer DC suburbs (MD side) for most of my life, but I also lived in Jacksonville for a time and it is still a special place for me. My personal interests are low-key sports such as working out and flag football, a passing interest in politics, a deep obsession with all things coffee and tea related, and about a thousand other minor hobbies. I completed my undergraduate degree from the College of William and Mary this past May, but have yet to do anything serious with myself due to a possible knee repair that will be happening soon. While at WM, I was involved in a social fraternity, a student coffee house, Psi Chi, and my honor’s thesis on workplace perceptions. Now that I am done with undergrad I am looking to continue working on the research I started in undergrad and find a career path that interests me, since for the moment I don’t know what I want to do.

(continued on p. 6)
(Continued from page 5) Who’s New?

Tessa Kofler
I grew up in Stafford, VA but have been residing in Fairfax for the last four years. I graduated from George Mason with a B.A. in Psychology and apparently loved it so much that I decided I had to come back for a couple more years. During college I kept busy with a lot of random jobs to make ends meet, but also got involved assisting in research with Dr. Reeshad Dalal. I was also a member of Psi Chi and the women’s soccer club. My research interests are still developing but so far I am really interested in diversity and gender issues in the workplace as well as leadership and team effectiveness. Although I am working towards an MA right now, the plan is to continue on and pursue a PhD. Outside of school, I love to travel, cook, snowboard, play and watch sports (the Redskins, obviously), read a good book, and spend time with my family and friends.

Suzette Tassin
I’m from New Orleans, and I graduated this year with a B.S. in Psychology from Louisiana State University. Geaux tigers! At LSU, I conducted my own research for an honors thesis in the area of eyewitness memory. My project examined the relationship between identification accuracy and memory for associated versus non-associated contextual details. I had fun with this research, which required me to film a simulation of a theft and to recruit perpetrator look-a-likes for my lineups. For a separate project, I worked with two other students on researching the relationship between high stress careers and happiness, turnover intentions, and age. We presented a poster at the Southeastern Psychological Association Conference, and we received a regional research award from Psi Chi for our work. I look forward to my time at Mason!

Katy Butler
My hometown is Waco, Texas. I attended the University of Mary Hardin-Baylor while obtaining my undergraduate degree in Psychology as well as a minor in Recreational Leadership. While at UMHB, I was a member of the women’s tennis team, Psi Chi, the Sader Sports Medicine Association, and Alpha Chi. I graduated in May of 2008 and have worked as a research assistant at the Children’s Hospital at Scott & White this past year. I have been doing survey research in the Pediatrics Department over Infant Quality of Life for a professor at Texas A&M. As you can probably tell from my Recreation minor, I enjoy the outdoors (camping, kayaking, canoeing, hiking, etc.). I mainly play tennis, but I enjoy playing and watching other sports as well (Dallas Cowboys!). I also enjoy spending time with friends and family and curling up with a good book. A few of my research interests are social interactions in the workplace, group dynamics, worker quality of life, and leadership in the workplace.

Rachel Plugge
My name is Rachel Plugge. I am from Houston, Texas although I spent a lot of my childhood moving about to different states and countries. I graduated with a B.S. in Psychology and an minor in Business from Texas A&M University. During my time at A&M, I was very active in our student union and other student organizations. My research interest are still broad and developing, but I am currently interested in exploring motivation, personnel selection, and leadership team dynamics. I love spending time with friends and family, traveling, being active, cooking, reading a good book, and meeting new people. I am excited to move up to D.C., and I am looking forward to meeting all of you!

James “Brain” Robinson
My name is James Robinson but I go by Brian (my middle name). I’m from Raleigh, NC, and I recently graduated from N.C. State University with a B.A. in Psychology. I spent time as a research assistant in two labs. One lab was in the area of school psychology and focused on developing interventions to increase reading fluency. The other lab was in the area of IO psychology and focused on the effects of electronic monitoring on training methods and online interviews conducted through Second Life. Some of my interests include leadership and motivation. As far as hobbies go, I like to play and watch most sports, some video games, good food, dogs and anything else that involves spending time with friends or going to new places.

Cristina Wilcox
I’ve lived in Virginia for almost my entire life. I graduated from the University of Virginia in 2007 with a B.A. in Psych and Cognitive Science. I was an undergraduate research assistant in three different psychology labs where we studied child language development, moral and political psychology, and cognitive aging. The summer after graduation, I attended the McIntire Business Institute through UVA’s School of Commerce, and I’ve been working as a Business Associate at a small publishing company since then. The combination of these experiences has contributed to my interest in IO Psychology. Some of my research interests include personnel selection, performance prediction, and organizational change. Outside of work and school, I like spending time with my friends and family and finding new things to do in the D.C. area. I also like skiing, kayaking, and generally any outdoor activity.
Hillary Wolski

I grew up in the New York metropolitan area and am a New Yorker at heart. However, I also consider Florida my home as I spent the past four years living in Tallahassee. I attended Florida State University and graduated summa cum laude with a B.S. in Psychology and a minor in Business. Under the faculty direction of Dr. Neil Charness, I was employed by the university as both a research assistant and an undergraduate research supervisor. I have a broad spectrum of research interests that include leadership, teamwork, work-life balance, and workaholism. I enjoy traveling (I toured Western Europe this summer), cooking, exercising, relaxing at the pool, and going out on the town. I look forward to starting the next era of my life at George Mason University.

Eric Miner [not pictured]

My name is Eric Miner and I hail from the non-traffic congested geographic area of Northern VA. I graduated with a B.A. in Psychology and a minor in Statistics from James Madison University. At JMU I was a member of Psi Chi and also a member of the men’s ultimate frisbee club team. I participated in mostly behavioral research in the areas of impulsivity using delay discounting tasks. My current research interests are quite broad and ever-changing. To be slightly more specific, I like any area that uses interesting quantitative analyses, whether that is selection, performance appraisals, team dynamics or the decision making process. I really enjoy statistics which has labeled me the “weird one” by many of my JMU peers. Besides statistics, I enjoy playing sports, hiking, camping, dancing, and eating.

Leigha Doherty [not pictured]

Arianne Nicolov [not pictured]

(Continued from page 2) Peddie: Obama and diversity research

minorities, women, and LGBTQQ workers.

The election of Barack Obama to the presidency represents a level of attainment never before experienced by a minority in the U.S. The rise of a person of color to the world’s most powerful position truly illustrates the potential for more people of color achieving high profile positions in organizational settings. This possibility for increased numbers of people of color in leadership positions highlights a need for enhanced diversity skill sets among subordinates. A perusal of studies presented at the most recent SIOP conference reveals several topics appropriate to understanding these skill sets including: supervisor-subordinate racio-ethnic similarity issues, attitudes toward affirmative action, and discrimination against immigrants.

In addition to what the new president represents in terms of his ethnic background, the priorities and objectives expressed during the campaign highlight areas in which researchers may need to provide insight and understanding. The Obama administration has pledged to reduce gender employment inequities (e.g. signing the Lilly Ledbetter Pay Act) and to improve the experiences of GLBTQQ employees (e.g. proposition of domestic partnership benefits for Federal employees). Again, a review of recent SIOP presentations highlights new and valuable research such as that on: motherhood bias at work, recruitment of female applicants, and heterosexism in employment decisions.

In addition to providing the impetus for the generation of newer concepts and ideas to research, President Obama has stated that empirical pursuit under his administration “…represents the largest commitment to scientific research and innovation in American history.” Furthermore, in proposing major budget increases for primary academic research funding sources (e.g. NSF and NIH), investments in research may exceed record levels. Although the primary goals of this monetary expenditure center around research in the physical sciences, perhaps with a little persuasion the new president may come to see the value of IO and decide to increase the funding for IO research avenues.

Author
Chad Peddie
(Continued from page 1) Kaplan: Editor

recognition for their particularly significant contributions to the ION over the last few years.

First, I would like to acknowledge all of the editors (see page 16 for list of former editors). Being an ION editor is a demanding position. Not only does it require considerable time, but it also necessitates learning new skills (e.g., using the layout/editing software), and often having to pester friends to turn their articles in on time.

I am very excited to be working with the incoming editors, Kristen Jones and Phillip Gilmore, who follow in a long line of wonderful past editors. Phillip and Kristen have some really novel ideas that will make the ION an even more interesting and informative publication.

In addition to the editors, the newsletter obviously would not be possible without our faithful contributors. While we certainly are appreciative of everyone who writes articles, I want to call attention to a few students who have been regular contributors during my three-year tenure as advisor. These students include: Tiffany Bludau, Whitney Botsford, Luke Brooks-Shesler, Jonathan Bryson, Elizabeth Conjar, Jennifer Demarais, Gia DiRosa, Veronica Gilrane, Carrie Grimes, Beth Heinen, Richard Hermida, Zachary Horn, Xiaoxiao Hu, Irwin Jose, Jim Kurtessis, Kate LaPort, Joe Luchman, Johnathan Nelson, Vias Nicolaides, Kristin Olson, Brooke Orr, Jayme Pittsonberger, Chad Peddie, Erin Senter, Kathleen Stewart, and Laura Wheeler Poms. To these regular contributors and to everyone who has contributed, thank you!

The second thing I want to discuss here is some of the new directions that the ION is taking. This past May, the new editors sent out a survey to solicit the readership’s thoughts and suggestions about the newsletter. This survey was designed to help us create an even more engaging and informative newsletter by ensuring that we include the types of articles that you would most like to see. Thank you to all of the 42 individuals who completed this survey. We appreciate it!

The chart below shows the average ratings regarding interest in various types of content/articles. Ratings were made on a 4-point scale ranging from 1 (“Not really of interest to me/Less of this kind of content in the future”) to 4 (“Of great interest to me/More of this kind of content in the future”). And no... we did not further examine the psychometric properties of the survey!

As the chart demonstrates, there is great interest in hearing more about our alumni, and especially about their applied

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![What are ION Readers Interested in Reading About?](chart.png)
Q: What kind of knowledge, skills, and/or abilities did you have to learn when you started working at Gallup? The one skill that I had to learn immediately was project management, or just plain organization. At any given time, I could be working on ten projects, all of which are definitely distinct and at different stages of completion. In addition, there are usually at least 30 people who work on a project at some point in the task cycle, and I have to know who is doing what at all times. I make many lists and have gone through many different methods of keeping myself organized. It is a skill I am still developing.

Q: What advice do you have for IO students seeking a job at Gallup and/or seeking an applied career? I think the best advice I can give anyone seeking an applied career would be to make sure you get applied experience through an internship before getting a “real job.” Due to my own internship experience, I was able to jump right in to projects on my third day at Gallup and not feel lost or overwhelmed. The skills learned at my internship gave me a broader mental outlook on consulting and taught me how to be a successful consultant; that allowed me to maneuver around in ways I would not have been able to without that applied experience.

Q: What advice do you have for IO students seeking a job at Gallup and/or seeking an applied career? I think the best advice I can give anyone seeking an applied career would be to make sure you get applied experience through an internship before getting a “real job.” Due to my own internship experience, I was able to jump right in to projects on my third day at Gallup and not feel lost or overwhelmed. The skills learned at my internship gave me a broader mental outlook on consulting and taught me how to be a successful consultant; that allowed me to maneuver around in ways I would not have been able to without that applied experience.
general.

Furthermore, and if possible, I strongly recommend researchers to try and spend a few days observing and getting into the role of different job positions. This will be a priceless experience which will aid in a better understanding of the employees and allow researchers to adapt research questions accordingly. For example, while researching a power company in Cyprus, I spent about a week going out to electrical power stations and observing employees work. On one occasion, I even helped with a task! Moreover, and to my surprise, I discovered that almost all employees were naturally swearing with one another. Hence, confirmatory responses to a CWB-like question such as “Do you talk inappropriately to other coworkers” may have obscured the relative truth and skewed my understanding of what really was going on.

What then becomes of primary importance is the translation and back translation of all questionnaires. This is a crucial task that deserves special attention. Scholars across the cross-cultural literature have opted for translating all documents in the target population’s native language. Intuitively, the main argument for doing so is homologous understanding. That is, participants must comprehend the questions the same way the researcher intended them to be understood. In instances where English is an official language, such as the British Commonwealth countries, it may be appropriate to administer instruments in English. Opinions are mixed, but from my personal experience, and in my opinion, questionnaires should always be translated. Below I describe the back-translation strategy I used in my research studies in Cyprus and Greece. The process amounts to this:

First, the questionnaire is translated from English to Greek by at least two bilinguals. These two translations are then compared until agreement is reached. Second, the now Greek scale is given for translation in English to at least two people who are, again, fluent in both the target language (e.g., Greek) and English. Third, this back-translated version of the scale is given to at least two English speakers who are asked to compare it with the original English questionnaire. If the two versions do not match, then the researcher should adjust the translated questionnaire accordingly to match as much as possible with the original assuming s/he is fluent in both languages. In my research, I used English high school teachers for this task and everything worked out beautifully.

The global economy, migration streams, technological innovations, and communication are some of the reasons cross-cultural research is burgeoning. Furthermore, it is appealing to see how people in other countries behave at work and interesting to see if research conducted in the U.S. is supported in other countries as well. Data collection in these countries must be conducted with extreme care and by carefully considering and understanding the culture of the country. I believe one has to live in the country of interest in order to acquire the latter. Finally, during my cross-cultural data collection experience, I was amazed to discover that: What you read in books is not what always happens.

I will leave you with my decalogue regarding Cross-Cultural data collection:

1. Meet up with top management and several employees to discuss your study.
2. Market your study to top management and emphasize its value to the organization.
3. Ask different people questions about everything that goes on in the organizations.
4. Heed the advice employees will give you.
5. Try to have top management encourage participation and inform their employees about your study.
6. Spend time in the shoes of the employees.
7. Allot ample time to collect data.
8. Dedicate time and care to the back-translation of questionnaires.
9. Immerse yourself in the culture!
Have fun!
To get rid of this big question mark in my head, I forced myself to reread Analects of Confucius, which I felt reluctant to lay my hands on after high school because of the annoying archaism. Fortunately, I didn’t need to read it through to find answers to the above question.

In the 14th Chapter of Book 1, Tsze-lu asked Confucius what constituted a superior and happy man. Confucius said, “The cultivation of himself in reverential carefulness.” “And is this all?” asked Tsze-lu. “He cultivates himself so as to bring happiness and comfort to others,” was the reply.

If Confucius was still alive today, I bet he would make a good positive psychologist given his strong and lasting interest in human virtues. Partially consistent with positive psychologists’ classification of core virtues, Confucius argued that there were three main classes of human strengths. Also in the 14th Chapter of Book 1, he noted, “The way of the superior man is threefold. Benevolent, he is free from worries; wise, he is free from perplexities; brave, he is free from dread.” In other words, if one can cultivate him/herself to become an individual of benevolence, wisdom, and courage, (s)he will be happy and far away from depression, anxiety, and fear, which coincidentally mark three of the major emotional issues.

Of these three virtues, Confucius suggested that benevolence is the most important moral quality for one’s happiness. The essential point about benevolence is found in Confucius’ answer to Chung-kung: "Do not impose on others what you yourself do not desire." Confucius offered another explanation of benevolence in his saying, “The benevolent man loves his fellow men and tends not to command.” Confucius contended that the ability to love was a major signal of one’s maturity. Throughout childhood, individuals’ sentimental lives are dominated by “being loved.” However, as they grow up, “loving others” should gradually become dominant.

This idea goes hand in hand with Confucius’ second point on how to acquire happiness: “to bring comfort to others.” Consistent with social psychology, Confucius wholeheartedly believed in the idea that "no man is an island." Although “cultivating oneself” sounds self-focused, its ultimate goal is to give happiness to others. If this goal is achieved, happiness will come and stay.

I was amazed when I saw all of these connections between Confucius’ ideas and modern psychology. Since reading his analects is still a real bummer to me, please contact our Chinese culture enthusiast Phillip Gilmore if any of you want to learn more about Confucius. Oops, apparently I forgot the rule of “Do not impose on others what you yourself do not desire.” Ok, as a benevolent person, I’ll be always happy to talk about this with you. Thanks for your time.
opportunities for exchange of perspective and collaboration in teaching, research, and developmental activities.

-What opportunities does CCT provide that would relate to working IO Professionals?

CCT is still emerging and our programming is in the planning stage. I envision that we will be offering a variety of courses, workshops, conferences and other programs, which may be of interest to IO Professionals. For example, we have several individuals involved with CCT who are interested in leadership. A workshop/conference on some aspect of leadership development which includes an aspect of self-awareness and its effects on leader effectiveness would potentially fall within the mission of CCT. Another topical example might be in the area of occupational health psychology; can mindfulness be effective in stress management?

-What research grant opportunities does CCT provide that would relate to IO researchers?

CCT had its first round of research grant awards this past spring and we plan to have a second round this coming year. This program has a twofold purpose- one to encourage interdisciplinary research and the other to serve as seed grants for faculty applications for larger, externally funded research... At this point, we do not have specific topics that are favored, but some IO-type topics that might be relevant to CCT’s mission could be leadership, occupational health, diversity, employee development/training, motivation, and conflict resolution. However, the connection with consciousness and transformation would need to be made clear as well as the interdisciplinary approach with preferably individuals from different departments/units at Mason involved.

-Please elaborate on how IO psychologists might conceptualize consciousness and transformation.

Consciousness is a very broad topic. In includes many facets, partly as a result of the various disciplines who have considered the topic. CCT is broadly defining consciousness as “what do we know and how do we know it,” which includes such topics as self-awareness, mindfulness, and reflection. To most IO psychologists this will evoke thoughts of cognition, employee and management development, interpretation of situations, and several other topics. Consciousness may serve as a broad “umbrella” to include many aspects of IO psychology and other disciplines. The second aspect of CCT’s mission is to increase our understanding of transformation (i.e., meaningful change). This means questioning how one’s reflection can lead to meaningful change in him/herself, other individuals, groups of individuals, organizations, and society.

-CCT’s approach to consciousness and transformation research is to fund an array of methodologies, some of them non-scientific. Is this a point of conflict for CCT, or are non-scientific methods as valuable as scientific methods?

Research is not a singular approach to knowing; consider, for example, legal research in contrast to physics. Different disciplines seek to enhance knowledge through different mechanisms. Consistent with CCT’s interdisciplinary values, we support research in consciousness and transformation from multiple perspectives. We encourage collaboration among individuals from different disciplines and therefore expect multiple approaches to research from art to philosophy to psychology to computer science to physics. With this interdisciplinary dialogue and collaboration, creative and innovative insights to multiple aspects of consciousness and transformation are anticipated. Our goal is to encourage the integration of different approaches to inform our understanding of phenomena relative to consciousness and transformation. It is expected that our research teams will adopt “scientific” approaches coupled with the insights that are gained from other perspectives.

-What plans does CCT have related to international collaboration with Universities and/or organizations?

CCT seeks to have a global presence. One avenue we will take to achieve this will be through funding international scholars to come to Mason, give some talks, make themselves available for discussions with faculty and students. In addition, CCT plans to host an international conference within the next two years. These activities will be designed to develop collaborations with universities and organizations internationally. The specifics are very much in the discussion stage.

What an exciting new development—an international conference in two years! Keep your eyes on the ION for updates. I would like to thank Dr. Tetrick for sharing her knowledge and insights about CCT.
JOIN THE PARTY!

We want to offer your organization the opportunity to advertise in the ION.

Our vast IOPSA community rapidly grows as GMU continues to compete among the top IO programs in the country. The ION’s 400+ person distribution list reaches IO and general psychology department heads and business school heads at top universities across the country, corporate executives, leading university faculty and researchers, developing researchers and graduate students, alumni, and friends and affiliates. The ION reaches individuals at all phases in their careers, including job seeking graduating students, recent alumni, and experienced employees. Through a mutually beneficial effort, advertising in the ION would enable your organization to more efficiently reach out to a unique portion of the IO community while helping to support the efforts of GMU’s IO Psychology program.

To discuss this opportunity, please contact ION editors Phillip Gilmore at pgilmore@gmu.edu or Kristen Jones at kjonesz@gmu.edu.

Welcome to the new IOPSA officers! (top left-right) Phillip Gilmore, Jake Sauser, Landon Mock, Chad Peddie (bottom left-right) Stacy Everett, Torrey Coriden, Alex Zinicola, Veronica Gilrane, Kristen Jones and David Geller (not pictured) Hana Lee and Vias Nicolaides
**ALUMNI UPDATES**

**Thomas G. Goddard, Ph.D., J.D.**
Dr. Tom Goddard (PhD, 2004), CEO of The Integral Company and Integral Healthcare Solutions, LLC, is teaming up with Dr. Rezvan Ameli, Chief Psychologist & Director of Clinical Training, Mood and Anxiety Disorders Program, National Institute of Mental Health, to offer 9-week trainings in Mindfulness and Stress Reduction at the National Institutes of Health (NIH). While NIH funds dozens of studies of mindfulness at any given time, this training, primarily targeting NIH employees (but open to the public), is the only in-house mindfulness program at NIH.

**Andi (Rittman) Lassiter, Ph.D.**
Dr. Lassiter (PhD, 2004) has just been tenured and promoted to Associate Professor at Minnesota State University, Mankato. She teaches in the IO graduate program and loves life in Minnesota--especially in the summer! (she can't believe it's been 5 years since her time at Mason!)

Dr. Lassiter is happy to talk with any students who might be interested in academic careers -- especially those who are interested in 4-year colleges/universities, or masters-level graduate programs.

**Whitney Botsford, Ph.D.**
Dr. Botsford (PhD, 2009) will be starting her new job as Assistant Professor in August 2009! Dr. Botsford will be at University of Houston’s Downtown Department of Management, Marketing, and Business Administration.

**CONGRATULATIONS!**
To all of the recently graduated Masters and PhD students, congratulations!
To everyone who recently took Comprehensive Exams, well done!
To the outgoing IOPSA board, way to go on such a great job!
And to our readers, exceptional effort for staying with us all these years!

- Dr. Lassiter is also a new mom to Neenah Lassiter, born February 2009. Little Neenah joins a sister, Maya, who is 2.

- Current students Adam Grimm and Phillip Gilmore both will be new Daddies around the New Year!

- Dr. Porr received his PhD from GMU in 2007. He and his wife Paula just expanded their family with the birth of their second son Matthew.

**FACULTY UPDATES**

**Lois Tetrick, Ph.D.**
Dr. Tetrick has been selected as Director of the new Center for Consciousness and Transformation in GMU’s New Century College.

**Jose Cortina, Ph.D.**
Dr. Cortina has been selected as the new editor of the journal *Organizational Research Methods.*

**Steve Zaccaro, Ph.D.**
Dr. Zaccaro is an associate editor of *Journal of Business and Psychology.*

- Dr. Porr is also a new dad to Neenah Lassiter, born February 2009. Little Neenah joins a sister, Maya, who is 2.

- Current students Adam Grimm and Phillip Gilmore both will be new Daddies around the New Year!

- Dr. Porr received his PhD from GMU in 2007. He and his wife Paula just expanded their family with the birth of their second son Matthew.

**CONGRATULATIONS!**
- GMU IO students **Gonzalo & Meredith** recently got married, **Hana Lee** recently got married, and **Joe Luchman** recently got married. CONGRATULATIONS!

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**PTC Fall 2009**

- **Sep 9:** PTC/MW. LUNCHEON MEETING. Dr. Mike Aamodt, DCI Consulting Group, Washington, DC. “Thoughts from the Shower: An Assessment Talk in Three Acts.”
- **Oct 14:** PTC/MW. LUNCHEON MEETING. TBA
- **Nov 11:** PTC/MW. LUNCHEON MEETING. TBA
- **Dec 9:** PTC/MW. LUNCHEON MEETING. Dr. Richard Cober, PTC/MW President, Marriott International, Washington, DC. Presidential Address.

**Brown Bag Fall 2009**

- Brown Bags will start Sep. 1. and continue on every Tuesday at lunch time.
- **Sep. 30** (Wed.) will be a Departmental BB.
- Presenters TBA.
- Check IOPSA website for Updates.

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**The Best Medicine**  
*By. Phillip Gilmore*

*Tell the publisher it’s way too big for bathroom reading.*
GMU IO 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 Censor, Dean. For further information on the IO Program, please contact Dr. Lois Tetrick at ltetrick@gmu.edu or the graduate secretary at psycgrad@gmu.edu. Please also visit our web site at: http://www.gmu.edu/org/iopsa

ION Newsletter

The ION 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 IO community. We would like to thank the previous ION editors, Dr. Marisa Diana-Russo, Dr. Stephanie Payne, Dr. Lisa Boyce, Nikki Dudley, Mike Ingerick, W. Benjamin Porr, Deirdre Lozzi, Tiffany Bludau, Marissa Shuffler, Jordan Robbins, C. Brooke Orr, Jayme Pittsonberger, Elizabeth Conjar, Richard Hermida, Carrie Grimes and Irwin Jose

If you would like to be included or removed from the mailing list, please e-mail us at ion@gmu.edu.

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