“Laissez les bons temps rouler!”

A Local’s Guide to Visiting New Orleans

Gia DiRosa

The spirit of New Orleans is best expressed in the city’s unofficial motto, “Laissez les bons temps rouler!” or “Let the good times roll!” We New Orleanians take our fun very seriously, and there are plenty of good times to be had right outside your door at this year’s SIOP Conference. Be sure to take advantage of all that the Crescent City has to offer in art, history, architecture, cuisine, sites, and entertainment. We hope you enjoy your time in one of the world’s most unique and fascinating cities!

New Orleans Attractions

Whether you’re a first-timer to New Orleans, or well acquainted with the Big Easy, you can’t miss the attractions and sites that make the city famous. Right outside the SIOP hotel is the historic French Quarter, home of some New Orleans’ most unique landmarks. Located on Decatur St. and facing the Mississippi River is the famous Jackson Square, which holds the magnificent St. Louis Cathedral. The Cathedral, which is the oldest Catholic Cathedral still in use in North America, and possesses stunning art and architecture, in addition to a rich and fascinating history. Next to the Cathedral is

GMU Contributes to SIOP 2009

Kate LaPort

It’s that special time of year again. IO’ers across the country have long forgotten the early deadlines and late hours of September’s SIOP submissions and are anticipating the opportunity to share their research outside of campus walls. George Mason’s Master’s and Ph.D. students

Letter From The Editor

Irwin Justin José

Winter is turning to Spring everywhere we look. In “our world”, this is often a sign of two things: the approaching end of the school year, and the SIOP conference. In a place where the passing of time is marked by the next human subjects review deadline (April 3rd) and an increasing sample size, Spring is undoubtedly a welcomed change! This annual Spring issue of the ION marks the last issue of this academic year and I would like to thank all those who have contributed to this publication.
(Continued from page 1) Letter from the Editor

As seems to be tradition, this issue of the ION includes two staple articles geared toward the SIOP conference. Providing us a perspective that Fordor’s or New Orleans for Dummies can’t provide, New Orleans native Gia DiRosa gives us a rundown of the “in’s and out’s” of the city, what to see, and most importantly...where to eat! New Orleans is definitely a place where having a local’s opinion is key to a good time. George Mason students and faculty have a very strong showing at SIOP, and we pride ourselves in that accomplishment. Kate LaPort has provided us a summary of GMU’s contributions to this year’s conference as well as the location and time of those sessions. On page 12 of this Spring issue, you will also find an invitation and information on this year’s GMU SIOP reception. We hope to see you there!

In “In the I/O Zone” by Phillip Gilmore, we provide a glimpse into the legal perspective of the Lilly Ledbetter Fair Pay Act. This is undoubtedly a “time of change” and how this legislation can/may influence our field is both an interesting and relevant topic that needs to be discussed. The ION appreciates Dr. Eric Dunleavy for providing us with that insight.

In this issue, you will find an article authored by Vias Nickolaides discussing the various ways in which researchers have looked at emotion in the workplace. It seems that while there has been much progress in our field in examining the role of emotions in the workplace, like many other topics...much work still needs to be done. Discussing stress and the workplace, a book review by Joe Luchman gives us an overview of the publication Healthy Work: Stress, Productivity, and the Reconstruction of Working Life by Robert Karasek and Tores Theorall.

Additionally, David Gellar gives us an overview of some recent GMU faculty publications, focusing on those publications of Drs. Eden King, Seth Kaplan, and Steve Zaccaro. Our faculty’s continual and strong contribution to our field undoubtedly maintains GMU’s reputation. To help researchers and students alike out there to further their research aspirations, Whitney Botsford provides us with a helpful guide on how to obtain funding for your line of work—a useful source of knowledge for everyone.

It has been a pleasure working on this publication for the past year, and I hope that we’ve provided you all with a product that is equally as pleasurable. Enjoy your reading and we’ll see you at SIOP!

(Continued from page 1) Guide To New Orleans

The Cabildo, a museum of Louisiana’s history, as well as the historic site of the Louisiana Purchase Transfer. For a more expansive view of the French Quarter, you can also take a horse-drawn Carriage Ride through the streets and see many more of the area’s landmarks. Famous New Orleans sites can also be found outside of the French Quarter. The St. Charles Streetcar Line will take you down the renowned St. Charles Ave., where some of the most stunning homes and buildings can be viewed. The Carrollton Streetcar Line can be taken down to City Park, the 2nd largest city park in America behind New York’s Central Park. City Park holds miles of scenic lagoons, picturesque jogging trails, botanical gardens, century-old oak trees, and the New Orleans Museum of Art.

New Orleans Food

No trip to New Orleans would be complete without experiencing the world-famous cuisine. For authentic New Orleans dishes, such as gumbo, jambalaya, and crawfish etouffee, head to the Gumbo Shop, Acme Oyster House, Mother’s, Jacquimo’s, or Chef Paul Prudhomme’s K Paul’s. To taste the famous New Orleans Muffaletta, try Central Grocery or Napoleon House, where they also make their renowned “Pimm’s Cup.” Another staple in the New Orleans diet is the “Po-Boy”, as made famous by Johnny’s Po-Boys on St. Louis Street. For the best of New Orleans’ seafood, make a reservation and splurge at the Red Fish Grill, Emeril Lagesse’s Emeril’s, or John Besh’s Restaurant August. Finally, finish off your meal with a Café Au Lait and an order of Beignet’s from Café Du Monde, across from Jackson Square.

Music and Entertainment

Often known as the “Birthplace of Jazz,” New Orleans possesses one of the most distinctive and diverse music scenes. From the SIOP hotel, you can easily reach The Howlin’ Wolf, The Republic, and The House of Blues, all of which host a wide variety of local artists. Authentic, New Orleans jazz can be heard at the newly restored Preservation Hall, located in the French Quarter. At 726 St. Peter Street, this historic venue holds nightly concerts from 8-11pm, for a $10 admission price. For a slightly higher price, you can enjoy the live jazz and elegant atmosphere of the French Quarter Bar, located in the Ritz-Carlton hotel on Canal Street or the Jazz Playhouse in the Royal Sonesta Hotel on Bourbon Street. In addition to its jazz, New Orleans is also known for its Cajun roots. Michael’s on St. Charles Ave. offers live Cajun music, authentic Cajun food, and free Cajun-style dance lessons. Café Brasil in the Marigny district also offers a great mix of eclectic Cajun, latin, and jazz music, and is famous for its lively dance floor.

Nightlife in New Orleans

After a long day of posters and symposiums, unwind at some of the city’s most famous watering-holes. A stroll down the famous Bourbon Street will afford a wide variety of clubs and bars. Be sure to experience the lively Pat O’Brien’s piano bar while you sip on their world famous Hurricane. Further down the street, you can sing-a-long at the popular Cat’s Meow karaoke bar, or enjoy a beer at the low key Old Absinthe House. A few blocks off of Bourbon
(Continued from page 2) Guide to New Orleans

Street on Esplanade Ave., you can find the best burger in town and wash it down with a tall “Monsoon” at Port of Call, a favorite of the New Orleans native. At the end of Canal Street is Harrah’s Casino, a great spot for late night music, gaming and entertainment. Don’t be afraid to stray from the French Quarter to have a good time also. A ride down the St. Charles Streetcar Line will take you to the beautiful Column’s Hotel for upscale cocktails, or the local favorite Fat Harry’s for a casual drink.

Entertainment for Family & Kids

Despite its famous (or perhaps infamous) nightlife, New Orleans has great activities that the whole family can enjoy. The Audubon Nature Institute has several facilities dedicated to nature and wildlife preservation, including the Audubon Zoo, The Insectarium, and the Aquarium of the Americas (home of the rare Albino Alligator). The Insectarium and Aquarium are within walking distance of the SIOP hotel, and the Zoo can be reached by a scenic ferry ride down the Mississippi River. Also in the French Quarter is the Louisiana Children’s Museum, an educational playground where kids can explore and interact with art, science, and history exhibits. Finally, a streetcar ride down the Carrollton Line will take you to City Park’s Storyland and Amusement Park, with kid-friendly roller coasters, a nursery rhyme playground, and the beautiful City Park Carousel.

Shopping

Make your own “donation” to rebuilding New Orleans by taking advantage of the great French Quarter shopping. Royal Street is filled with blocks of clothing stores, art galleries, and antique shops. For great deals, head to the New Orleans Flea Market along the river, or try The Shops at Canal Place for the high end purchases. You can also find great clothing and New Orleans souvenirs at the shops in Jackson Square, The Riverwalk Marketplace, or on Decatur Street along the Mississippi.

Fun Facts

- The New Orleans irrigation system has more miles of canals (both above and below ground) than Venice, Italy
- New Orleans was named the state capitol twice in Louisiana history. (The present day capitol is Baton Rouge).
- New Orleans was home to the 1st Opera house in America
- The Causeway Bridge, which spans Lake Pontchartrain, is the longest bridge over water in the world at 23.87 miles
- At nearly 175 years old, the Carrollton Streetcar Line is the oldest street railway still in operation.
- New Orleans remains one of the busiest ports in America
- 80% of New Orleans is below sea level
- New Orleans has the most structures on the National Register of Historic Places. At over 35,000, it has 15,000 more than Washington DC in second place.
- Known as the “Crescent City,” New Orleans forms a crescent around the curve of the Mississippi River.

(Continued from page 1) GMU Contributes to SIOP

Year after year, the strong research foundation at Mason leads to the production of literally dozens of SIOP presentations, whether they are in the form of posters, symposiums, or panel discussions. Typically, first year students enjoy the sights of their first SIOP conference, while second year students gain their first presentation experience as they become first authors on presentations or posters. More advanced third year students and above use their developed research and collaboration skills to chair symposiums and present research they have seen through from idea generation to data analysis and integration.

In fact, in the past five years, Mason students of all years have contributed over a hundred posters and symposium papers. Additionally, we have chaired over a dozen symposiums and have served as panelists and discussants in several forums. These numbers are not including faculty contributions, which are laudable in their own right.

(Continued on page 4)
(Continued from page 3) GMU Contributes to SIOP

Often the student-led presentations earn a special place at the conference: In recent history, note the 2008 John C. Flanagan Award given to our very own Elizabeth Conjar. Looking forward to this year, the 2009 Top Poster position was awarded to Katherine Ryan, Eden King, Cory Adis, Lisa Gulick, Ryan Hargraves, and Chad Peddie’s work on “Proportional Gender Representation and Women’s Support of Subordinate Women.”

In addition to this highlighted poster, dozens of Mason students are making the trip to New Orleans, eager to share their research findings, find others with similar interests, and gain insights from their colleagues. So, browse the list below of Mason’s contributions to this year’s SIOP conference, and come visit us in New Orleans!

### George Mason’s Student Contributions to SIOP 2009

<table>
<thead>
<tr>
<th>Thursday</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Heinen, B. Leadership and work family: Bridging the literatures. Chair of symposium.</td>
<td>10:30-12:20am</td>
<td>Grand Couteau</td>
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<tr>
<td>Heinen, B. Leadership’s influence on - outcomes: The role of work-family culture.</td>
<td>10:30-12:20am</td>
<td>Grand Couteau</td>
</tr>
<tr>
<td>Gulick, L., Jose, I. J., Peddie, C., King, E. B., Kravitz, D. A., &amp; Ferro, G. Enhancing diversity training outcomes: Recognizing bias about bias.</td>
<td>3:30-4:20pm</td>
<td>Napoleon ABC</td>
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<tr>
<td>Bludau, T. Situational judgment tests: Efficient production and scoring. Chair of symposium.</td>
<td>3:30-4:20pm</td>
<td>Grand Couteau</td>
</tr>
<tr>
<td>Kaplan, S. A., Hawkins, L., Kurtessis, J. N., &amp; Stackhowski, A. Development and validation of a measure of organizational threat recognition.</td>
<td>4:30-5:20pm</td>
<td>Napoleon ABC</td>
</tr>
<tr>
<td>Ryan, K. M., King, E. B., Adis, C., Gulick, L., Hargraves, R. P., &amp; Peddie, C. Proportional gender representation and women’s support of subordinate women.</td>
<td>6:00– 6:50pm</td>
<td>Grand Ballroom A</td>
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<th><strong>Friday</strong></th>
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<tr>
<td><strong>Cracraft, M. L., Ford, M. T., Russel, S. S., Mueller-Hanson, R. A.</strong> Using situational judgment tests and tailored feedback to enhance training. Paper presented in the Symposium “Innovations in Adaptive Simulation-Based Assessment, Training, and Feedback.”</td>
<td>8:00-9:45am Nottaway</td>
</tr>
<tr>
<td><strong>Luchman, J., Kaplan, S. A., &amp; Dalal, R. S.</strong> Memory and mood effects on job satisfaction over the lifespan.</td>
<td>9:00-9:50am Napoleon ABC</td>
</tr>
<tr>
<td><strong>Hu, X., Kaplan, S. A., &amp; Dalal, R. S.</strong> Using measurement equivalence to examine employees’ differing.</td>
<td>9:00-9:50am Napoleon ABC</td>
</tr>
<tr>
<td><strong>Botsford, W. E., &amp; King, E. B.</strong> Clarifying career decisions of mothers by exploring their work experiences.</td>
<td>10:30-11:20am Napoleon ABC</td>
</tr>
<tr>
<td><strong>Bludau, T., &amp; Tetrick, L. E.</strong> Job embeddedness, the unfolding model, and the retirement decision process. Paper presented in the Symposium “Theory of Job Embedded-</td>
<td>1:00-2:20pm Rhythms 1</td>
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<th><strong>Saturday</strong></th>
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<tr>
<td><strong>LaPort, K., Jose, I. J., Gulick, L., Nelson, J., &amp; Zaccaro, S.</strong> Openness to experience and leadership: The mediation of cognitive flexibility.</td>
<td>8:00-8:50am Napoleon ABC</td>
</tr>
<tr>
<td><strong>Ferro, G., &amp; Nelson, J.</strong> (March, 2009). Perspectives on high-risk jobs/extreme contexts. Chair of symposium.</td>
<td>8:30-9:50am Rhythms 1</td>
</tr>
</tbody>
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Lee, H., & Yun, G. The effects of extremities on dynamic performance appraisal.

9:00-9:50am
Napoleon ABC


10:30-11:20am
Napoleon D1-D2


10:30-12:20am
Grand Ballroom D


1:30-2:50pm
Maurepas

Mueller-Hanson, R. A., Homeyer, J., Cracraft, M. L. Raising the bar: Developing promotion standards for intelligence analysts. Paper presented in the Symposium “A Founda-

3:30-4:20pm
Maurepas


3:30-4:20pm
Nottaway


3:30-4:20pm
Rhythms 1

In the I/O Zone: Fair Pay
Phillip Gilmore

The political and legal atmosphere is changing with the recent round of federal elections; these changes are affecting the workplace and those who study it. Here to lend his keen insight into this new political climate, as it relates to I-O practitioners and researchers, is Dr. Eric Dunleavy.

Dr. Dunleavy is an IO psychologist by training with a doctoral degree from University of Houston. You may have read some of his work through “On the Legal Front”, a column on contemporary workplace law published in SIOP’s TIP. Dr. Dunleavy currently works as a consultant at DCI Consulting. For this issue of the ION, Dr. Dunleavy sat down and discussed the IO related importance of the Lily Ledbetter Fair Pay Act (signed into law Jan 2009 [More detailed treatments of the legal texts can be read in Dr. Dunleavy’s article at http://www.ofccp.blogspot.com/ for March 6, 2009, also on the EEOC’s website: eeoc.gov])

(NOTE: The following text is not a direct transcript of the full interview; editorial liberties have been taken by the author/interviewer in an attempt to reduce the length of the article. The following should not be construed as direct quotations)

Q: What do you see as the important political and legal aspects of the Lily Ledbetter Fair Pay Act.

Dr. Dunleavy: First, let me give you a little context... [A big chunk of recent OFCCP (Office of Federal Contract Compliance Programs) enforcement, particularly in the past months, has been with regards to compensation. I think the political environment is an important issue to discuss upfront. We were excited when we watched the President [Obama] campaigning and he was talking about Lily Ledbetter! He was talking about how pay equity was a major focus in his view. In addition, he was sort of framing pay equity as essentially an economic issue. I think that shows something important and I think that foreshadows the fact that pay equity is critical among a number of dimensions. So, certainly we weren’t shocked when Obama signed the Lily Ledbetter Fair Pay Act.

(Continued on page 7)
It was interesting to see the process of how that went through congress. Basically, the House passed the bill in late 2008 with some momentum, but things slowed down when the Senate sat on it because the previous administration [G. W. Bush] was not happy with the bill and threatened to veto. I think a lot of Democrats had kind of a latency approach—let’s see how the election turns out and then revisit this important potential law. As you can see, political momentum is an important aspect in this area of law. Now that the law is signed, I think that enforcement of compensation discrimination will be something that the EEOC (Equal Employment Opportunity Commission) will certainly focus on in the next four years, and perhaps more long term than that. That’s kind of the political situation.

In terms of what Ledbetter means immediately, it’s reasonable to assume that there will be an increase in the number of pay claims made primarily under Title 7 and also under various other statutes that Ledbetter tweaks (i.e. Age Discrimination Act of 1967, Americans with Disabilities Act of 1990). Title 7 is enforced by EEOC, so you would see a spike in EEOC enforcement stats perhaps as early as FY 2009. On top of that, pay discrimination has gotten a lot of press recently. So this is certainly on the radar for plaintiff lawyers; in addition, the general employee is probably more aware of his or her protections against pay discrimination now—simply because of the popular press coverage that we’ve seen.

Q: What signal should this pay discrimination law be sending to IO researchers and practitioners?

DD: This does point out some areas of necessary research with regards to perceptions of pay and pay equity in the workplace. It would be great to get into the psychological processes involved in this issue. In terms of what the everyday IO practitioner has to do, I don’t see Ledbetter having large scale implications there. What is the difference between men and women controlling for things like job, experience, education and other factors that may contribute to explaining that gap? It is important to keep in mind though, regardless of what the gap looks like in the population view of workforce, there will still of course be pockets of discrimination. Even if that pay gap were to narrow, that’s great news from a social values perspective; that does not mean that there won’t still be pockets of systemic discrimination against women and against minorities in compensation.

Q: How should organizations be responding to Ledbetter, and how can I-O psychologists help them?

DD: There’s still a lot that needs to play out in case law. I can tell you that companies have taken notice of Ledbetter though I think the smart organization is conducting a pay equity study right now. If that organization has an internal IO psychologist, in HR for example, then conducting a proactive pay equity study under attorney-client privilege is a huge competitive advantage in the current compensation discrimination landscape. Why wait for a claim to be made, even a claim that may have stemmed from an employment act that happened ten years ago? In the current climate, IO psychologists have a useful toolbox to draw from in aiding both smart organizations and enforcement agencies.

This is for two primary reasons. First, IO psychologists help companies understand what jobs are worth and thus what compensation is appropriate. This is founded on job analyses. Second, IO psychologists can develop explanatory models to account for potential pay disparities. For this, we can use statistical tools like multiple regression. We can develop a database of potential explanatory variables in case there’s a disparity against a protected group. If there is a disparity that cannot be explained by legally acceptable factors like skills and experience, then we can remedy any pay disparity using a data driven pay adjustment based on our regression equation. This is something that is allowable; it is proactive, and I can tell you anecdotally that it certainly is better than waiting for an audit and sanctions from the government.

On the enforcement side, in 2004, the OFCCP developed an office of statistics at the national office and they hired a director of statistics. They also hired statisticians for a number of their regions. They also brought in a testing expert, who is a psychometrician named Rich Fisher.

They knew that a systemic initiative was on the horizon, so they began filling up their staff to be able to enforce that initiative effectively. This would require people who knew how to conduct adverse
Recent George Mason Publications
David Geller

As the IO field gains increasingly more public attention each year, Mason soundly maintains its reputation as a leading graduate program in the field and continues to attract the highest caliber applicants. Such success is readily attributable, in no small way, to faculty members’ continual strong contribution to the discipline’s body of research. From the seasoned Dr. Steve Zaccaro to the rapidly blossoming Drs. Eden King and Seth Kaplan, Mason professors at all stages in their careers move I/O psychology research forward. For example, among many recent publications by Mason faculty are a meta-analysis on the role of affectivity on job performance, published in the Journal of Applied Psychology, and a chapter discussing how social identity-based metaperceptions can influence group dynamics, published in Mannix, Neale, and Anderson’s book Research on Managing Groups and Teams.

With interest in the role of affectivity in the workplace soaring in recent years, Dr. Kaplan, current Mason doctoral student Joseph Luchman, recent Mason PhD recipient Douglas Haynes, and California State University, Fresno’s Dr. Jill Bradley collaborated to produce a meta-analysis on the topic. In “On the role of positive and negative affectivity on job performance: A meta-analytic investigation,” published in JAP’s first volume of 2009, these four researchers sought to gain a more thorough understanding of the relationships between positive and negative affectivity and various work performance dimensions. Their findings hold significant implications for organizational attempts to enhance worker well-being and performance.

Approaching research on the workplace from a different perspective, Drs. King, Kaplan, and Zaccaro extend previous research on the influence of metaperceptions in work groups in their book chapter “Metaperceptions in diverse workgroups: Intrapersonal perspectives and intragroup processes.” In the chapter, they examine the formation, nature, and consequences of metaperceptions in workgroups within which individuals vary with regard to social identities. Their conclusions hold important implications for understanding effective leadership of diverse groups.

While these papers represent research essential for the enhancement of understanding workplace phenomenon, they are a sampling of the breadth all Mason researchers offer the field. Unfortunately the ION does not have enough room to provide a complete list of recently published and ongoing faculty research but I hope this provides some insight on the work our faculty are producing.

References:


A Practical Guide to Identifying Funding Opportunities
Whitney Botsford

We all know that applying for a grant or scholarly award is easier said than done! It is oftentimes difficult to know where to begin to search for such an opportunity. Well, this article provides you with the resources for identifying a grant that may fit your line of research. I suggest some searchable databases as well as provide a list of other funding opportunities – small and large – that not only may help you move your research forward, but also provide a monetary bonus.

The following article is divided into five sections: Search Engines, Large-Scale Granting Agencies, Dissertation Fellowships, General Research and Training Scholarships, and Specialized Scholarships (LGBT, Minority, and Work-Family). Although the name and link is provided, you’ll need to head to the respective website to determine if you meet the eligibility requirements and obtain the application materials. Note that several of the following awards have a May 1, 2009 deadline so there is still time to get your proposals in. Now get searching!

And remember, the only sure way to know that you won’t get the award is if you don’t apply.
(Continued from page 8) Guide to Identifying Funding

SEARCH ENGINES

Sponsored Programs Information Network (SPIN)
http://www.infoed.org/new_spin/spin.asp

Enter in GMU username and password and search one of the largest databases.

Grants.Gov
http://grants.gov/

Search for federally funded grant opportunities.

LARGE-SCALE GRANTING AGENCIES

National Science Foundation (NSF)
http://www.nsf.gov/funding/

NSF offers support for all fields of fundamental science and engineering.

National Institutes of Health (NIH)
http://grants.nih.gov/grants/oer.htm

NIH grants support the advancement of fundamental knowledge about the nature and behavior of living systems to meet the NIH mission of extending healthy life and reducing the burdens of illness and disability.

The Alfred P. Sloan Foundation
http://www.sloan.org/apply

The Sloan Foundation is a non-profit grantmaking institution that supports original research. The major programs of interest are Economic Performance and the Quality of Life and the key subprogram is the Workplace, Workforce and Working Families.

DISSERTATION FELLOWSHIPS

GMU College of Humanities and Social Sciences Dissertation Fellowship
http://chss.gmu.edu/

These Fellowships provide financial support to a GMU doctoral candidate without a service responsibility and are intended to allow the doctoral candidate to devote full time to the completion of the dissertation not otherwise possible.

The Scott Mesh Honorary Scholarship for Research in Psychology
http://www.apa.org/apags/members/schawrds.html#mesh

Intended to support dissertation research leading to a doctoral degree in the field of psychology.

Diversity Dissertation Scholarship
http://www.apa.org/apags/members/schawrds.html#diversity

Encourages excellence in research within the field of psychology concerning issues of diversity such as varied ethnic backgrounds, women’s issues, ageism, sexual orientation and disability.

APAGS-LGBT Dissertation Scholarship
http://www.apa.org/apags/members/schawrds.html#lgbtdiss

This award is given to a student who demonstrates outstanding promise as a researcher as evidenced by a research proposal addressing the unique concerns facing LGBT individuals.

GENERAL RESEARCH AND TRAINING SCHOLARSHIPS

Ford Foundation
http://www.fordfound.org/grants

The Ford Foundation offers support for projects that promote international cooperation & advance human achievement.

APF/COGDOP Graduate Research Scholarships
http://www.apa.org/apf/cogdop.html

The purpose of the scholarship program is to assist graduate students of psychology with research costs.

The David Pilon Scholarship for Training in Professional Psychology
http://www.apa.org/apags/members/schawrds.html#pilon

The scholarship is designed to be used for a specific training program or opportunity not otherwise available to the student so that an identifiable increase in knowledge will result from the training.

SPECIALIZED SCHOLARSHIPS: LGBT

APAGS Committee on Lesbian, Gay, Bisexual, and Transgender Concerns (CLGBTC) Grant Program
http://www.apa.org/apags/members/schawrds.html#lgbtgrant

The mission of APAGS’ Committee on Lesbian Gay Bisexual and Transgender Concerns (CLGBTC) is to advocate for the unique concerns and needs of LGBT students in psychology by providing relevant resources and programming and educating faculty and students of the concerns and needs of this diverse group.
The Wayne F. Placek Grants support scientific research to increase the general public’s understanding of homosexuality and to alleviate the stress that gay men and lesbians experience in this and future civilizations.

SPECIALIZED SCHOLARSHIPS: MINORITY

APAGS’ Committee on Ethnic Minority Affairs (CEMA) Grant Program [http://www.apa.org/apags/members/schawrds.html#cema]

Given for projects that recruit, retain, and/or enhance the training of ethnic minority graduate psychology students.

The Carol Williams-Nickelson Award for Women’s Leadership and Scholarship in Women’s Issues [http://www.apa.org/apags/members/schawrds.html#women]

The scholarship is designed to acknowledge women APAGS members who have demonstrated exceptional leadership in psychology by serving in one or more leadership roles locally, regionally and/or nationally while also advancing women’s issues through their writing/publications, research, advocacy or other scholarly activities.


The Clara Mayo Grant program supports masters’ theses or pre-dissertation research on aspects of sexism, racism, or prejudice.

SPECIALIZED SCHOLARSHIPS: WORK-FAMILY


Offers grants that promote the economic and social well-being of families, children, individuals, and communities.

BOOK REVIEW:
Control your Demands: Best supporting performance?
Joe Luchman

Have you ever felt like your job was just too demanding? You may, for instance, be writing a paper for a class (or two), writing up findings from a study (or three), formulating new directions for a study (or four...), working and teaching part-time. All these factors build up to result in pressure and stress, right? Well, while true, there is a silver lining here; think of how productive you are likely to be in such a situation. But is it the case that one need be stressed to be productive? Robert Karasek and Tores Theorell, the authors of Healthy Work: Stress, Productivity and the Reconstruction of Working Life would suggest not.

Healthy Work is perhaps most famous for its very thorough exposition of Karasek’s Job-Demands-Control-Support (JDCS) model of occupational stress and performance. In the course of the first two chapters, Karasek and Theorell outline the development of their thinking regarding the JDCS model focusing on how work in the earlier part of the twentieth century focused on design of the workplace to facilitate performance only. In essence, the worker was a conduit of management and the strains placed on workers from isolation and standardization of work weren’t considered in the least.

As a reaction to this thinking, Karasek formed the JDCS model. For those unaware of this model’s propositions, imagine a three-dimensional space where one dimension is represented by job demands and the other by job control. As job demands increase, there is a corresponding increase in job-related stress. Conversely, as job control increases there is a related decrease in stress. Perhaps the most interesting (and controversial) element of the model is that job control
A Book Review

(Continued from page 10) can actually attenuate the relationship between demands and stress, therefore acting as a moderator. Don't forget however, the authors also posit that the JDCS model includes productivity. Essentially, job control has the effect of increasing employee motivation as well as diminishing stress.

Later chapters present preliminary evidence for the JDCS model focusing both on psychological outcomes such as job satisfaction and burnout moving onto physiological or psychosomatic cardiovascular disease-based illnesses. Perhaps the most rewarding part about this book is not so much the propositions of the model offered by the authors, but rather the story behind the development of the model itself. In fact, when considered in this capacity, it is rather instructive in how a researcher could develop theory to address problems in the literature as well as to advance both productivity in the workplace and employee health in tandem. Important problems both in the 1990’s and equally so.


Emotions in the Workplace: you feel it; I feel it; we all feel it!

Vias Nicolaides

There is perhaps no other aspect of our mental life that gives so much meaning to our existence more than emotion. Emotions color the way we perceive the world and give meaning to our experiences. Because work is a place we spend a significant amount of our time, it makes good sense to study emotions in the workplace. IO psychologists have not disappointed us, and hence, the purpose of this article is to delineate and describe the various ways in which researchers have looked at emotion in the workplace.

Surprisingly enough, if you look at psychology in the 1940’s through the 1980’s, you would find that the topic of emotions has been relatively neglected. This may be attributed to philosophical disagreements regarding the construct of emotion as well as its transience, both of which have posed great difficulty to scholars in constructing consistent and tidy theories of emotion. Contrary to this unfavorable precedent, psychology in recent years, has witnessed a surge of interest in examining emotions and the I/O field is no exception.

Emotions are important for a number of reasons. First, their dynamic nature has become a paramount reason of their focus in the workplace in regards to how to regulate it. Second, affective processes are responsible for a plethora of behaviors by enacting and sustaining motivation. For example, two motivational systems, the BAS (behavioral activation system) and the BIS (behavioral inhibition system), have been tied to positive and negative emotions respectively. Third, research has identified important connections between affect and performance, OCBs, CWBs, turnover, creativity, decision making, leadership, and team behavior. For example, charismatic leaders achieve positive follower outcomes through the use of emotion. Evidently, emotions are important since they permeate many aspects of organizations.

Here I discuss three particular streams of research that have contributed to understanding emotions. These are the construct of emotional intelligence (EI), the process of emotional labor, and the mechanism of emotional contagion. While it is impossible to do justice to the aforementioned constructs in the space provided, I will offer a short review of the three topics.

First, although there is a schism in the literature surrounding the conceptualization of EI, I follow Mayer and Salovey’s (1990) definition which conceptualizes EI as the “ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and actions” (pg. 189). The researchers developed an ability based measure of EI, called the MSCEIT. In general, high scores on the MSCEIT are positively associated with individual performance, negotiation skills, and problem-solving skills. The argument is that emotionally intelligent people are good in recognizing emotions in others and tailor their behavior in a sensitive manner as to increase their own/others’ performance as well as tackle sensitive human problems that arise.

Emotional labor is a process of regulating one’s own emotions in a manner that is in accord with the organization’s rules, and has been primarily
studied in the sales/service area. The context is the stage and the employee is the actor who delivers a congenial performance to his or her audience, the customers. Like actors, the individual must suppress inappropriate feelings and change them into appropriate ones, a process called deep acting. An alternative method, called surface acting, is to simply fake the expressed emotion (e.g. via one’s facial expressions). The latter has been postulated and found to be detrimental to one’s health, since being inauthentic with one’s self causes discomfort. On the other hand, employees skilled in the art of emotional labor outperform their less skillful peers while benefiting the organization. The construct was coined by Arlie Hochschild who viewed it as managing emotions for pay.

Finally, affect has a social component which can influence inter-individual interactions in a process called emotional contagion. Through this process, an emotion expressed by one individual is conveyed and “contaminates” others. It is proposed that a mimicry mechanism triggers physiological structures, which in turn cause an individual to experience the other person’s expressed emotions. When was the last time you heard an unsuccessful joke, but still smiled after the person who told the joke smiled? This mechanism not only functions at the dyadic level, but extends to the group level as well. Research has shown that emotional contagion contributes to effective leadership and desired positive subordinate and organizational outcomes such as increased satisfaction, performance, cohesion, and productivity.

Emotions are an inherent part of human nature and as such they are omnipresent. This warrants further exploration to understand their processes and consequences. Recent advances have made our comprehension of emotions more complete, but still much remains to be discovered. Finally, a quote from William James attests to the continuing significance of emotions in the workplace and to the importance of studying emotion: “The emotions aren’t always immediately subject to reason, but they are always immediately subject to action.”

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I would like to thank Dr. Dunleavy for providing his insight and opinion for this article. Please feel free to contact me for further information: pgilmore@gmu.edu.


Recommended readings:

(Continued from page 7) In the I/O Zone

impact analyses on complex data, evaluate the adequacy of a test, and evaluate the validity of any selection procedure that produces adverse impact. I sort of think right now would be an interesting time for I-O psychologists to work in an enforcement agency. That’s why I would certainly recommend to any Mason students to check out any government opportunities that might be available in the next couple of years. Of course, I love my job, and there are consulting firms that offer unique opportunities for I-O psychologists to practice their trade in the EEO world.

I would like to thank Dr. Dunleavy for providing his insight and opinion for this article. Please feel free to contact me for further information: pgilmore@gmu.edu.

References

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Names in the History of IO and SIOP

(ANSWERS ON PAGE 13)

ACROSS
2 The First Female President of SIOP
4 In World War II, he chaired the advisory committee on classification of military personnel
8 Hawthorne Studies
10 Created the Psychological Corporation in 1921
11 In 1908 _______ called attention to the importance of the individual within an industry, and stressed the crucial and influential role psychologists could play in the world of industry
12 The First Editor of TIP (The Industrial Psychologist)
13 The President of SIOP from 2004 – 2005

DOWN
1 The President of SIOP from 1973 - 1974
3 In WWI, he worked with the United States Army to create intelligence tests for appropriate placements of the influx of Army Recruits
5 Author of Influencing Men in Business and Increasing Human Efficiency in Business
6 Examined factors that lead to a safe trolley car operator
7 The First President of SIOP
9 Author of The Principles of Scientific Management
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