



The ION

The Official Newsletter of the Industrial-Organizational Psychology Program
at George Mason University



Welcome to SIOP 2008 in The City by the Bay

By Zack Horn and Jeff Herman



Dr. Karin Orvis Wins ASTD Dissertation Award

By Irwin Jose



Each year, the American Society for Training and Development (ASTD) recognizes one outstanding dissertation which has major implications for practitioners working in the areas of organizational learning and development.

(Continued on page 9)

Inside this issue:

| | |
|--------------------------|----|
| Welcome to San Fran | 1 |
| Dr. Orvis Wins Award | 1 |
| Student Interviews | 1 |
| A Letter From the Editor | 2 |
| A Book Review | 2 |
| Out of Bounds | 3 |
| How to Find a Job | 3 |
| Research: Dr. King's Lab | 4 |
| Research Dr. Z's Lab | 4 |
| Crossword Puzzle | 5 |
| SIOP Reception Invite | 7 |
| Upcoming Events | 11 |

So you have never been to San Francisco, you say? We have prepared some recommendations to prepare you for your long weekend in "The City by the Bay," as well as to give you some ideas for how to spend your non-Conference time. (Word to the wise: the nicknames "Frisco" and "San Fran" are *not* particularly welcomed by the locals.) The views expressed by both authors come from two distinct experiences with San Francisco: you'll hear about these sites from the perspective of "The Tourist" (Zack, whose family relocated to north of SF in 2000; he's been back to visit many times, but always as a tourist), and "The Drifter" (Jeff, who spent some time years living in Mission Dolores, and still has people with the inside story). We have included Internet links for further reference.

Before we start, we'll offer a quick note about the weather to prepare you for The City. San Francisco is a small peninsula (about 7x7 miles), surrounded by the Pacific Ocean to the west and the SF Bay to the north and East. It often catches wind from the cold water on both sides, which can lower temperatures and create dense, quick-moving fog. April should be nice, but temperatures can range greatly in a single day. Thus, be prepared to dress in layers. The fog is beautiful to watch as it engulfs the Golden Gate Bridge, but often catches tourists off-guard. (FYI: due to intense fog, the coldest months of the year in SF are July and August, the height of the tourist season.) Now... on with the tour:

(Continued on page 6)

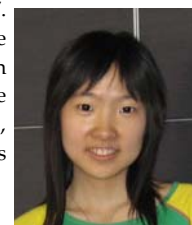
GMU's Diverse Student Body: An Interview with Two International I/O Students

By Chad Peddie



Recently I had the pleasure of sitting down and having a friendly conversation with two relatively new international members of the Mason I/O Community, XiaoXiao Hu and Maria Gloria Gonzalez Morales.

XiaoXiao is a first year student in GMU's I/O doctoral program and is from Beijing, China. She received her BS in psychology from Peking University in 2007. While at Peking University, she participated in several research projects and her interests include measurement problems, personality, individual differences and cross-cultural issues.



(Continued on page 8)

*"If you want truly to
understand
something,
try to change it"*
Kurt Lewin

A Letter From the Editor

By Elizabeth A. Conjar



The weather is getting warmer, SIOP is drawing near, and the end of the academic year moves quickly upon us ... all signs that it is once again time for the Spring edition of the ION! As always, the current edition is filled with several pieces that are sure to inform and stimulate.

On the more informational side, **Kathy Stewart**, **Gia DiRosa**, **Kate LaPort**, and **Vivek Khare** provide us with overviews of the research being conducted in Dr. King's and Dr. Zaccaro's labs; **Chad Peddie** interviews two of our international students; and **Irwin Jose** gives us an update on GMU alum, **Dr. Karin Orvis**, who recently won the ASTD Dissertation Award. Additionally, **Jim Kurtosis** informs students' on how to find full time employment while **Zack Horn** and **Jeff Herman** put together a guide to San Francisco to help us all navigate our way around the city during this year's SIOP conference.

On the more cognitively challenging side, **Joe Luchman** and **Richard Hermida** have put together a crossword puzzle; **John Nelson** has written a review on a book that may just get you to re-evaluate your perceptions of your current co-workers; and **Laura Poms** has made a call to integrate some methods from the field of Epidemiology into I/O Psychological research.

Finally, as is always anticipated in this edition, the spring ION contains your ticket to the GMU SIOP reception – a must on your social calendar. This years reception will be held on Thursday, April 10th, starting at 7:00 pm. Please remember to bring your ticket to the conference as our student volunteers will be checking for these at the door. We look forward to seeing you all there!

So, as the 2007-2008 academic year comes to a close, Richard Hermida and I conclude our term as ION Editors. We would like to thank all the students, alumni, and faculty who have contributed to the newsletter during our tenure. A special thanks goes out to Dr. Seth Kaplan, the faculty advisor to the ION, for all his hard work and effort. Serving as ION Editors has been a wonderful experience for us both and we look forward to continuing to contribute to the newsletter in the future!

Happy reading!

In the Next Issue...

Keep your eyes open for the next issue of the ION (scheduled to be released in Fall 2008) where our new ION Editors as well as our new IOPSA officers will be announced !

A Book Review

By Johnathan K. Nelson

Sutton, Robert I. (2007). *The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't*. New York: Warner Business Books.

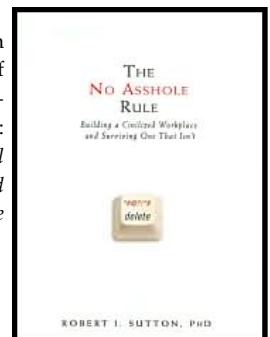
If you are looking for something to read other than the typical journal article and would like to be introduced into some of the issues related to milder forms of misbehavior in the workplace such as incivility / rudeness I recommend *The No Asshole Rule*. Dr. Robert Sutton, a professor of Management Science and Engineering at Stanford, builds upon his earlier article on this topic in the Harvard Business Review to discuss the negative effect that people who can only be described as assholes (they are more than just jerks) have in organizations, and what can be done about it. Sutton argues that we are all limited in the time that we have in our lives, and as such, it would be nice to spend those hours without encountering individuals who will only bring us down. Consequently, he reasons that these individuals should be kept out of organizations, and if they have infiltrated a workplace already, that they should be immediately expelled in order to limit the damage that they can cause.

Sutton proposes two criteria for identifying "assholes". He argues that these individuals consistently are demeaning towards others, and that they frequently target those who possess less power than they do.

One of the aspects of this book that I enjoyed most was Sutton's discussion of the costs that are incurred to organizations as a result of the individuals he commonly refers to as "jerks." He argued that a variety of factors have to be included in calculating the "total cost of assholes" to an organization including: distraction from work tasks by those seeking to avoid contact with these individuals, stress, absenteeism, turnover, retaliation by others, reduced innovation, and potential legal woes.

Sutton also claims that our society often grants extremely successful individuals the right to be very big jerks as long as they remain successful. Based upon the many repercussions of the behavior of these individuals however, they are likely to harm an organization's effectiveness rather than help it, despite their personal success. As a result, he suggests that organizations do all they can to keep these individuals out of the workplace, and to get rid of those already within an organization.

In addition to *The No Asshole Rule*, Sutton has authored or co-authored a number of other books the curious reader may be interested in checking out. These include: *Hard Facts, Dangerous Half-Truths and Total Nonsense*; *The Knowing -Doing Gap*; and *Weird Ideas that Work: How to Build a Creative Company*



Out of Bounds: A Look into the Field of Epidemiology

By Laura Wheeler Poms



I am currently completing a certificate in epidemiology and have found that the methods of epidemiology are a good complement to my research interests in I/O and OHP. Epidemiology is the branch of public health that measures health, illness, and disability, and seeks to identify risk factors for disease and interventions that improve health and prevent disease. In the next few paragraphs I will briefly explain how epidemiology can contribute to I/O Psychology research.

Quick (1996), in an editorial in the inaugural edition of the *Journal of Occupational Health Psychology*, proposed that occupational health psychology is about healthy workplaces and healthy interactions between work and home, and also about prevention and interventions that develop a healthy workplaces so that people can more fully develop their potential. OHP is rooted in health psychology and public health and seeks to extend work related to these fields in the work context. But a very quick and not quite so scientific review of some of our leading journals yielded less than 15 studies using epidemiologic methods in the past ten years.

What are the methods used in epidemiology? Because epidemiologists are usually assessing causation, their studies tend to be longitudinal in nature. In cohort studies, participants are grouped by exposure and followed across time to see what outcomes occur. In case-control studies, individuals are matched on a particular outcome and compared by working backwards to assess what exposures they experienced. Additionally, randomized trials assess the efficacy of interventions and prevention programs. It is interesting to read this literature and note how epidemiologists are able to obtain funding for these studies, to attract and retain participants, and to analyze data by calculating risk ratios and odds ratios that quantify the likelihood of an outcome given a particular exposure.

In recent years, there has been a call to researchers studying stress, particularly those in the work-family area (Greenhaus, 2006), to move beyond self-reports by incorporating more physiologically-based measures of health. Epidemiologists already do this. For example, the Whitehall II study, an ongoing cohort study that started in 1989, is investigating the social and occupational influences on health and illness among more than 10,000 British civil servants.

(Continued on page 9)



Student Whitney Botsford preparing to present a Brown Bag presentation

How to Find a Job: A Guide for "Real World" Employment

By Jim Kurtosis



It is about this time of year when second year students in the I/O program begin to have one of two thought processes. If you are a PhD student, you might be thinking to yourself how lucky you are given that the only things left for you to do in your illustrious college career is take a few more classes, pass comps, and write a dissertation (you

PhD students get off so easy...). However if you are a Master's student, you might be starting to look for some full time post-graduation employment. If you are lucky enough to already have an internship which will become a full time job when you graduate, or if you are really ahead of the game and already have something lined up, you can just go ahead and stop reading here.

However, some of you might be a little more like me (which I know is a scary thought for you). I think the last job I applied for (with the exception of my current internship) was a job parking cars, the one before that bagging groceries, and the one before that delivering newspapers. In short, I do not have much experience applying for "real" jobs, preparing resumes, writing those weird little essays called cover letters, or going on interviews. My lack of experience and knowledge in the job search process was, for lack of a better term, a pickle.

I figured the best thing to do was to go ask some people about the job search process who are much more knowledgeable about it than I am. Some older students provided me with excellent information and ideas, and I would encourage anyone beginning the job search process to seek out individuals within as well as outside the program who have gone through the process of getting a "real" job. Another good place to start might be the I/O web page where a list of organizations which currently employ GMU alumni is maintained by IOPSA. Finally, the Spring 2007 ION provides a list of some current students, where they work, and a professional contact within each organization. Deciding on where you would like to apply should start with the resources at your fingertips, and depending on how good your internet connection is, past issues of the ION posted on the GMU I/O website might be a great place to begin your search.

However, another approach that can be taken when job hunting is to seek out someone in the HR field who is experienced with recruiting and hiring applicants and ask them for some tips as well as advice. Luckily for you, I have taken care of obtaining some sage advice from a well respected professional in the HR field, Deb Keary, the Director of Human Resources at the Society for Human Resource Management (SHRM). Ms. Keary was kind enough to provide some very simple yet effective pieces of advice for the job seeker in all of us which I will subsequently share with you all.

(Continued on page 10)

Research at GMU: An Update

Dr. King's Lab

By Kathy Stewart



There is never a deficit of unique and fascinating ideas and projects in Eden King's research group. To list them all would require much more space than the ION can spare, so as a more resource-efficient alternative, a few that are currently in progress have been selected in order to demonstrate the broad interests that color Dr. King's research projects.

Benevolent Sexism: This research is interested in examining the task-related outcomes of hostile as well as benevolent manifestations of sexism on efficacy, motivation, and performance of men and women in a gender neutral task. Hostile sexism is characterized by more overt, negative behavior towards women, while benevolent sexism is motivated by a need to protect and venerate women. While hostile sexism is blatantly unacceptable and easily identified, a major problem with benevolent sexism is that it is disarming and subjectively positive. It is hypothesized that benevolent sexism, while viewed as more socially acceptable than its hostile counterpart, can nonetheless have negative consequences on meaningful job outcomes. The study was recently accepted and will be presented at SIOP in April as part of a symposium highlighting the "Diversity of Diversity". Data collection is still in full force and will continue throughout the semester.

Queen Bee: This research seeks to understand and clarify an ingroup denigration often seen from female superiors toward their female subordinates. In line with social identity theory, some females occupying positions of power in organizations tend to favor female subordinates; however, this is not always the case. In some instances females may actually react more negatively toward female subordinates and job candidates than toward their male counterparts. The study hypothesizes that this phenomenon occurs because female supervisors feel especially threatened by their female subordinates, a threat which may be due to supervisors' contingencies of self-worth. Data collection continues in a lab study where threat to "supervisor's" (participant's) contingent self-worth is manipulated to see whether participants will denigrate or fail to support an outstanding subordinate. When a supervisor's contingent self-worth is threatened, it is expected they will give their subordinate less support or a poorer evaluation.

Diversity Training: The purpose of this study is to examine activities that may enhance the effectiveness of diversity training. Specifically, the students involved in this research group are investigating the degree to which making a trainee aware of their own susceptibility to bias, prior to engaging in diversity training, will augment the effectiveness of training efforts. This study hypothesizes that engaging in an exercise aimed at trainee self-awareness of bias will result in more positive cognitive, affective, and behavioral outcomes, as compared to those participants who only engage in a more traditional diversity training or a control training. Data collection for this particular study is scheduled to begin very soon, and will include both the Psychology department and the School of Management.

(Continued on page 10)

Dr. Zaccaro's Lab

By Gia DiRosa, Kate LaPort, and Vivek Khare



Steve Zaccaro's research group has recently focused on studying issues with regard to executive leadership, top management teams, and understanding leader behavior as a function of both situations and individual traits. Current research being conducted in the lab focuses on determining how individual traits, abilities and situations lead to leader adaptability. The purpose of this line of inquiry is to assess the degree to which adaptability training helps leaders adapt to changing, novel or complex situations. The studies currently being conducted include the SimCity study, the Fort Benning study, CLT-Adapt, and a number of student dissertations.

The SimCity research involves the use of a computer simulation of a city where participants are required to make decisions regarding resource allocation. Leader adaptability training is manipulated in this study such that two different methods of training are employed to determine the effects training has on performance. The first type of training, an adaptability advanced organizer, goes through the different steps that one must take to adapt to change successfully. The second type of training, variable training, provides participants with qualitatively different tasks in each scenario to get them to build an entire repertoire of different "frames" of the problem space in SimCity. This is contrasted with routine training, where participants complete the same type of task in every scenario. Additionally, some participants do not receive any training making this study a 2X2 between groups design. The goal of the study is to examine both the effectiveness of adaptability training as well as the use of routine versus variable scenarios in order to train participants and then examine the effects on how well participants adapt to change when provided with a final performance scenario.

(Continued on page 11)

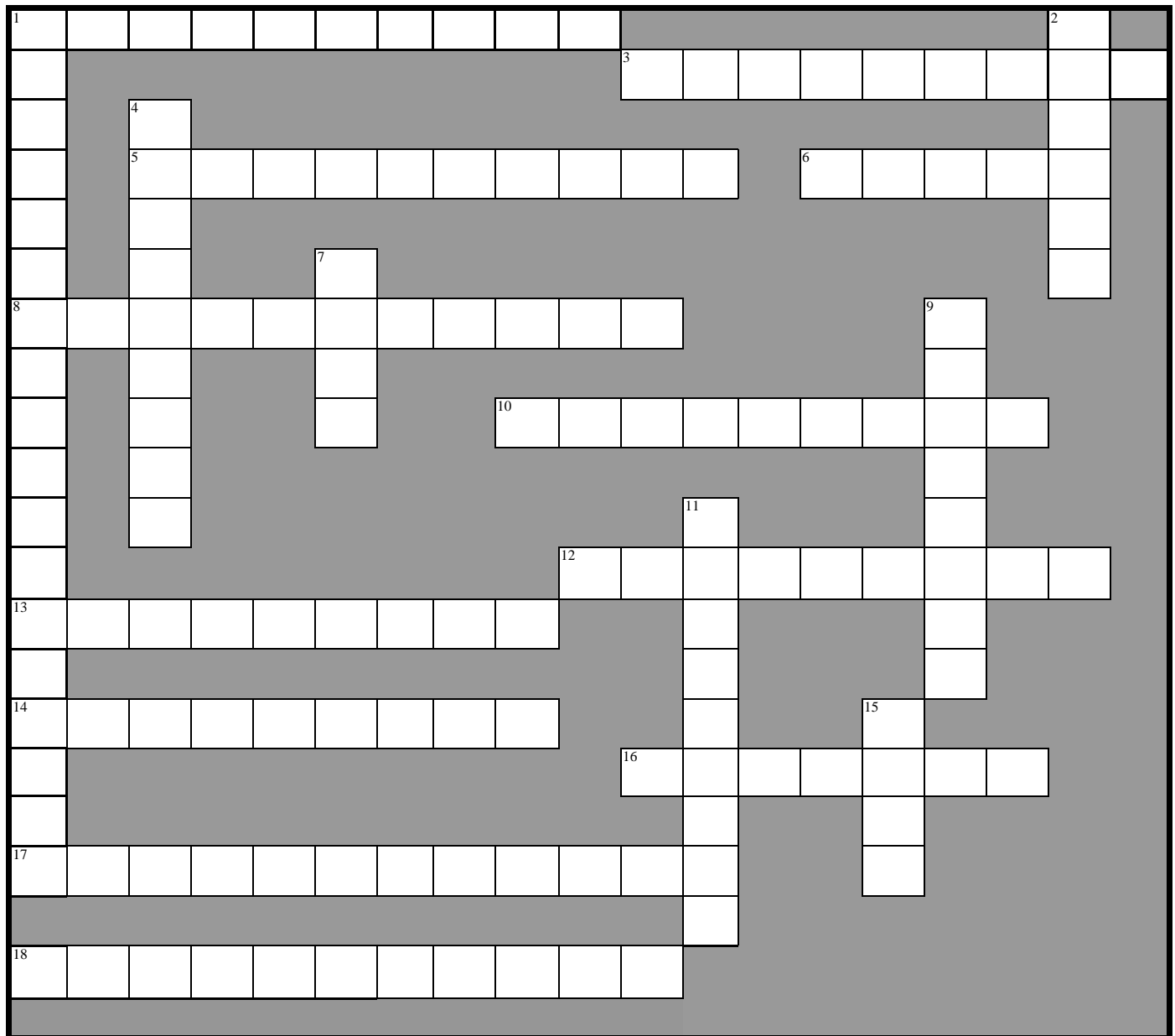


Congratulations to **Elizabeth Conjar** for winning the 2008 John C. Flanagan Award which recognizes Outstanding Student Contribution to the SIOP Conference!

Elizabeth won the award for a paper entitled, "Formal and Emergent Leaders' Cognitive Accuracy in Social Networks," co-authored by Dr. Daniel Horn.

I/O Crossword Puzzle

Created By Richard Hermida and Joe Luchman



Across

1. Major statistical tool of I/O
3. What a mess! These ___ systems don't march in a straight line.
5. Associated with rudeness in an organization
6. A statistical and cultural dimension topic...
8. Leadership style
10. The leftovers of regression...
12. This test theory is a classic...
13. The opposite of reflective constructs...
14. Type of organizational commitment
16. Group bullying
17. In the middle of the "Big 5" OCEAN

18. Arguably the "bread and butter" of I/O

Down

1. Associated with a low degree of range (3 words)
2. Not the movie...a type of organization
4. When a psychological contract goes sour...there is psych contract ___.
7. This I/O researcher studied conformity (Last Name)
9. A type of reciprocity
11. Man who shed the first light for I/O
15. The greatest conference in the world (for I/O psychologists that is)- abbr.

(SIOF 2008 in San Francisco—Continued from page 1)

Northern San Francisco:

Golden Gate Bridge. This historic landmark extends from the northern tip of San Francisco to Marin County, a peninsula that points south toward The City. Thousands of people cross the bridge by foot or bicycle daily, in addition to steady traffic. This suspension bridge is about one mile long and is truly an amazing piece of architecture. A less known tourist spot is **Fort Point**, a former military hub guarding the shipping route into the bay. It is located just below the San Francisco side of the Bridge. All buildings are open for tours.



Golden Gate Bridge (view from Marin Headlands, facing SF)

Fisherman's Wharf. If there's a single area to get a sampling for all that San Francisco has to offer, it's Fisherman's Wharf. In addition to shops and restaurants such as Joe's Crab Shack and Boudin Bakery (original home of sourdough bread), this neighborhood is home to the famous **Pier 39**. This two-story pier offers plenty of places to eat (crepes, pizza, sit-down restaurants, ice cream shops), as well as souvenir shops, fruit stands, activities, and scenery (including an up-close view of resident sea lions on the northern end of the pier). Only a few piers away, you can catch a Ferry to...

Alcatraz. You all know this island of infamy. Closed decades ago due to high shipping costs to the island, Alcatraz is open to tours many times daily. There are self-guided tours, but an audio-guided tour is very engaging, inexpensive, and highly recommended. Book your tickets in advance, however, because whole days are often sold out in the spring and summer.

The Embarcadero. Standing where Market Street hits the north shore, the Ferry Building at the Port of San Francisco was recently renovated, adopting a modern farmer's market feel with coffee shops and places to sit and enjoy the view across the bay. From the Port you can catch ferries that take you to the great coastline towns of Sausalito and Tiburon in Marin County. Walk or take **F-Market Street Car** north along the eastern shore of San Francisco and enjoy the views as you head toward the Alcatraz ferries and Pier 39. Continue west on North Street and enjoy many more places to eat, street vendors, and a great place to catch a Cable Car ride up-hill (on corner of North & Hyde Streets) with wonderful views of the ocean and the bay. Further west along North Street is the famous **Ghirardelli Square**. Take a self-guided tour of the chocolate factory and get free samples as you enter (yet another reason to dress in layers: disguise for re-entry, and thus more samples!).

The Financial District

From the Ferry Building cutting diagonally southeast past the SIOF hotel and into the heart of The City is **Market Street**, the geographic center of the **Financial District**. Along Market you will find plenty of shopping, including one of the nation's largest Macy's at **Union Square** (very close to the conference hotel). Additional shopping includes a four-story Old Navy (yeah, that's right... four stories), and the **Sony Metreon**, which is a tall modern building featuring everything Sony, from a PlayStation store to IMAX and regular theater screens. There are many stage theatres along and just off of Market, including the Orpheum Theatre. The newly redone **Ferry Building** is a brand-new San Francisco scene and tourist destination that foodies will find irresistible—no cover fee, just amazing options at all price ranges. Nightlife around Union Square is plentiful – check out Slide, Ruby Skye, and Vessel. The Starlight Room can be fun – they pour stiff drinks and have a live band instead of a DJ.

South of Market

SoMa (South of Market) became a hipster destination during the dotcom boom (and bust), and offers an eclectic, hard-to-find and often confusing array of day and nighttime options. The **Thirsty Bear** is a terrific brewery with a huge happy hour scene, but only average food. Further away, near the ball park, are **21st Amendment**, an excellent brewery, and **Tres Agaves**, a high-end Mexican joint with outstanding Tequila. They accommodate groups as well. If the Giants are playing, SoMa will be a zoo, so be careful making plans for a night out. Especially for a Friday or Saturday night game.

Sunday brunch is outstanding all over San Francisco, especially at **Dottie's True Blue**, close to the conference hotel (at 522 Jones St.). You'll wait, and be glad you did. For top-of-the-line rustic cooking, try **Zuni Café** for dinner – and buy their cookbook when you get home. For coffee, **Blue Bottle** is the independent roaster of choice for SF locals, hipsters, indie folks, coffee snobs, and everyone else. Grab a cup, and then a bag to take home. You'll find one at a new café in Mint Plaza, only a few blocks from the conference hotel (**54 Mint St.**), or at 2 kiosks at the weekend Ferry Building farmers market.

Chinatown and Russian Hill

San Francisco's **Chinatown** offers a wonderfully festive cultural experience, with many inexpensive souvenir shops, restaurants, and great views of the bay. Chinatown is located close to Union Square, so it's a definite must-see during your visit. **Russian Hill** is also close by, adjacent to Ghirardelli Square, Fisherman's Wharf, and the world-famous **Lombard Street** (the crookedest street in the world). If you have a car and choose to drive the downhill hairpin turns, make sure the car has a good turning radius.

Haight-Ashbury

Often called "**The Haight**" (pronounced: *hate*), this district of San Francisco surrounding the intersection of Haight & Ashbury Streets is famous for its role as the center of the 1960s hippie movement. The neighborhood takes pride in its bohemian feel and its collection of independent book stores, clothing boutiques, and record stores. If you like locally-owned clothing shops, thrift stores, and *great* record stores (don't miss **Amoeba Records**), this little piece of the '60s is one you won't want to miss. Avant garde drink mixing ("I'm a mixologist, not a bartender") can also be found in the Haight. Try **Alembic**, at 1725 Haight St., or **Absinthe**, at 398 Hayes. Also try a couple rounds at **Hobson's Choice** at 1601 Haight. Or **Magnolia Brewery** for great beer.

Golden Gate Park

[Golden Gate Park](#) is covered with grassy meadows, wooded bike trails, secluded lakes, gardens and several museums (including the Japanese Tea Garden, Conservatory of Flowers and the Palace of Fine Arts, and Academy of Sciences). The mile-wide park stretches three miles north and south along the western side of San Francisco.

Castro and The Mission

[The Castro](#) is the center of San Francisco's celebration of LGBT culture. At night or during the day, it's a fabulous place to go hang out. You can't say you have eaten in San Francisco if you haven't had a [Mission](#) Burrito – especially for those coming from the DC area. You may think you know, but you don't know. Options for where to get one are endless, but start with Taqueria Cancun at 2288 Mission (cross: 19th St) or Taqueria El Castillito at 2092 Mission (cross 17th St). If you're not used to urban life, avoid the stretch of Mission St. between these two. You'll be safe enough, but it's not the most pleasant tourist destination place on earth. Take the [BART](#) to 16th for Castillito or 24th for Cancun. For nightlife in the mission, dress casual in jeans and a hoodie, and try the 500 Club at 500 Guerrero St. or Zeitgeist at 199 Valencia Street. In Hayes Valley, another divey bar is Place Pigalle at 520 Hayes St. The very new [Monk's Kettle](#) in the Mission is reputed to have terrific Belgian beer, as does [Frijitz](#). For brunch, [Tartine](#) is hard to match – find it 1 block east of Dolores Park.

Outside The City

Due east across the water from San Francisco you will find Oakland (connected by the Bay Bridge) and Berkeley (north of Oakland). The [Marin Headlands](#) offer by far the best birds-eye view of the city from hills of Marin County just on the other side of the Golden Gate Bridge. For the wine enthusiast, many tour companies organize [tours from San Francisco](#) to wineries in Sonoma and Napa counties, about a one-and-a-half hour drive from The City. While the white wine here is better than most in the US, the "King Cabs" produced in the region are often acclaimed as the best Cabernets in the world. If you have time, such a tour may be well worth the trip!

Enjoy the conference! Be sure to eat well (will not be a problem) and have a wonderful time in The City! If you want some more ideas on the top tours and tourist attractions, the [baycityguide.com](#) is a great place to start.



GMU Students at Social Events



SIOF SILENT AUCTION!

Friday April 11th 2008
6:00pm – 8:00pm Yosemite A
Benefiting the LGBT Research Award

Some Items up for Auction:

- Microsoft Office/Vista
- Leading Edge Consortium DVDs
- Assessments and Feedback sessions
- Autographed Psychology books, handbooks and encyclopedias
- Gift certificates for restaurants, massages, hotel stays
- Wine, gift baskets, art, handmade afghans and much more!



An Invitation

On behalf of the George Mason University I-O Psychology Program and the School of Management, you are cordially invited to our 2008 SIOP reception to enjoy hors d'oeuvres and cocktails in the company of our renowned faculty, students, alumni, and valued friends.

**Thursday, April 10th
7-10 pm
Hilton San Francisco
Franciscan Room B-C (ballroom level)**



(International Student Interview—Continued from page 1)



Gloria is a Fulbright Visiting Scholar and was born in Tenerife, Canary Islands, Spain. She completed her undergraduate psychology degree at the University of La Laguna and obtained her PhD in Work and Organizational Psychology from the University of Valencia where she worked under the advisement of researchers Jose M. Peiro and Isabel Rodriguez. Gloria's main research area of

interest is Occupational Health Psychology. Currently she is working on a Postdoctoral project with Dr. Lois Tetrick and continues to work with a research group back in Spain investigating work stress issues. Additionally, she teaches an undergraduate I/O psychology course here at GMU. Gloria has always been active in student organizations and at the University of Valencia she was able to serve as President of the Valencian Young Researchers Association.

Without further ado, I now recount my interview with Gloria and XiaoXiao in hopes that our conversation will give ION readers an insight into what drives our international students' research interests, what brought them to Mason, and how their lives have changed since moving to the U.S.

Q: When did you first realize you were interested in psychology?

Gloria: I became interested the last year of high school. My father is a psychologist, a clinician who works with children who have learning disabilities. So originally I planned to take over his practice. I'm surrounded by psychologists; my husband is a psychologist as are all of my friends.

XiaoXiao: I really became interested in psychology in my second year of undergrad. That was the year I went to the Chinese University of Hong Kong as an exchange student and studied under Michael Harris Bond. He gave the most interesting lectures on cross cultural research and this is what made me realize that I wanted to conduct research in the field of cross cultural psychology.

Q: What were some hot research topics at your previous universities?

Gloria: My advisor has a very large research group, actually last month it was reclassified as a research institute. So now it is an organization within the university. There are five main lines of research in this institute: occupational health psychology, teamwork, organizational climate, quality of service and psychological contracts.

XiaoXiao: My previous advisor's research focused mainly on decision making and risk taking behavior. She examined variables such as achievement motivation and its effects on task performance. These studies were mainly conducted in experimental lab settings. I was instrumental in revising a domain specific risk taking measure originally developed in the US. In my work, I found some interesting cross cultural differences. For example, I found that in the US there are 5 distinct domains within the risk taking construct, while only 4 domains were found in China.

Q: Obviously there are a number of significant cultural differences between China, Spain and the U.S. What one cultural aspect of the U.S. is the most different from your previous environments?

Gloria: The schedule of having meals. It took me 8 months to start having lunch at noon. Usually you will have breakfast when you wake up and then later in the morning you will have some coffee and something light to hold you until lunch at 3pm. Then there is a snack around 5pm to hold you over until dinner at 10pm.

XiaoXiao: I feel everyone here is very busy, and everyone has a very strict schedule for their work day. Back in China if I want to see someone, I would just go to their office say, "hi" and have a chat whereas here people send emails to make appointments to have meetings. In China we use the telephone more and rely on email less.

Q: What are the professional organizations that represent Industrial Organizational psychologists in China and Spain?

Gloria: In Spain we do not have an I/O specific association. Our general association is the *Colegio Oficial de Psicólogos*. There is also the *European Association of Work and Organizational Psychology* which is similar to SIOP but represents many European countries.

XiaoXiao: We do not have an I/O organization either, but there is a general one for Psychology. This is because there are no I/O graduate programs in mainland China, there is only one in Hong Kong. So I/O is in its early stages in China.

Q: How often are you in contact with your friends and family back home?

Gloria: Currently, I am so in love with Skype, a downloadable internet application that allows you to make call from your computer to all around the world. Using this application, I talk to my parents at least once a week although my mother would prefer for it to be everyday. And now with Skype's video feature, I will be able to see my newborn niece every single week.

XiaoXiao: I also use Skype to communicate with my mother everyday. I am an only child, so my mother misses me very much. There is an "only child policy" in China, so in my generation all my friends are only children. Before I came to the U.S. I saw my parents everyday. With Skype and cameras we can still see each other everyday, which is tricky with a 12 hour time difference.

Q: Where do you see yourself, perhaps, five years from now?

Gloria: My Fulbright Visiting Scholarship, which equates to the completion of my post-doc, will be complete in April 2009. The plan is to return to Spain, but it depends on what positions I can find there. In Spain, getting a faculty position is very different; you must have external certification from a government agency. They look at your C.V. and determine what level position you can apply to. Currently I am applying for the associate professor certification, as I already have an assistant professor certification. If I cannot find any positions in Spain I will apply in the U.S.

We are pleased to announce that Dr. Buffardi is at home and on the road to recovery... while he hopes our basketball team is on the road to somewhere else!

(International Student Interview—Continued from page 8)

XiaoXiao: After finishing my dissertation I will return to China. There is a lot of work I need to do in China given that many theories developed here in the U.S. will not directly translate to Chinese samples.

Q: Any final thoughts on cross cultural differences between Spain, China and the United States?

Gloria: Just one last thing; I was discussing my class' first exam scores with a colleague. I told him that the average grade was 66%, I thought that was a good average. My colleague told me that this score is very bad. In Spain, the grades are based on a ten point scale and you need a score of five to pass. Here everyone wants an "A" or a "B". So a "B" in Spain is not the same as a "B" in the U.S. This is just an example of why we as researchers must be very careful when we compare things across cultures.

(Dr. Orvis Wins Award—Continued from page 1)

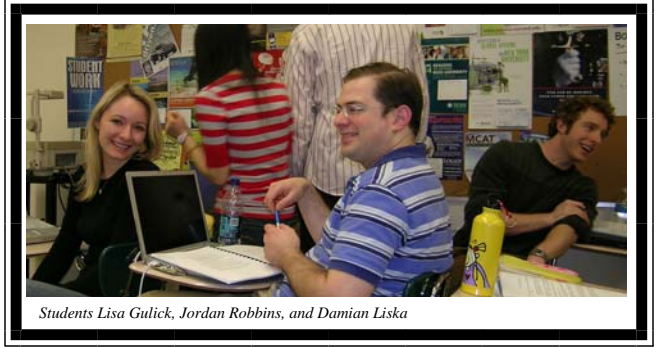
We are proud to announce that this year's recipient is one of GMU's most recent alumni, Dr. Karin Orvis. In an attempt to foster and disseminate research in the practice of workplace learning and performance, the award is bestowed on the best doctoral dissertation focused in the areas of: training and development, organizational development or learning, performance improvement/analysis, work design, career development, or human resource planning.

Given the applied nature of Dr. Orvis' research, and her research focus on training and development, her dissertation was a natural fit for the award. The focus of her dissertation was on examining the effects of supervisory performance appraisal feedback on the quality of employees' choices with respect to self-development. Consistent with her hypotheses, her results suggest that supervisory performance feedback influences the quality of employees' ensuing self-development choices both directly and indirectly (through self regulatory processes). In addition, her findings propose an additive and multiplicative influence of the attributes of feedback on self-regulation.

Currently, Dr. Orvis is expanding this line of research by investigating the influence of two broader types of work support mechanisms (overall supervisor/leader support and organizational support) on employee self-development quality. In an attempt to better distinguish between self-development quantity and quality, she is also planning to investigate particular antecedents that are especially influential on self development decisions.

According to Dr. Orvis, there are several benefits of applying for dissertation awards, such as being able to disseminate one's research and the opportunity to develop networks. Also, Dr. Orvis notes that "receiving recognition from your peers for conducting high quality research is meaningful. This may be especially true for your dissertation research, as many students put their heart and soul, and extensive amounts of effort, into their dissertation. It is nice to be recognized at an international level for that effort." Dr. Orvis also notes that receiving such an award has additional value as a "nice way to give back and provide recognition to your major advisor (Jose Cortina in Dr. Orvis' case) and the University from which you graduated."

On behalf of the faculty and students of the I/O program here at George Mason, we send Dr. Orvis our warmest congratulations and wishes of great success in the future.



Students Lisa Gulick, Jordan Robbins, and Damian Liska

(Out of Bounds—Continued from page 3)

Results so far indicate that job strain predicts coronary heart disease (CHD) and sickness absence from work; that work stress and job insecurity are linked to CHD; that social support is linked to better health; and that presenteeism (going to work when sick) increases the risk of heart disease. In addition, there is an entire branch of epidemiology, social epidemiology, which examines the effects of social relationships on health that no doubt could contribute to our work on social support.

So how would the methods used in epidemiology work for us? In I/O psychology, the exposure and outcome could be framed in a work-related context. The exposure could be work-family conflict and the outcome could be obesity as measured by the body mass index (BMI). A prospective cohort study groups participants based on exposure to work-family conflict and follows them through time so causality can be established. By controlling for some key variables – age, physical activity level, diet, alcohol use, stress hormone levels, and others – we could estimate the relative risk of obesity for individuals experiencing various levels of work-family conflict.

While I/O psychologists might express concern about the loss of variance that occurs when variables are dichotomized into categories like "high/low," the use of a measure of association that can be easily understood by organizational leaders is a significant benefit. For a company president or a VP of human resources, an increased risk of obesity, which is a precursor to cardiovascular disease and diabetes, translates into increased health care costs and possible loss of productivity. This may encourage an organization to consider implementing more family-friendly policies to help employees reduce their stress levels.

I spoke with Dr. Kathryn H. Jacobsen, director of the epidemiology certificate program that is sponsored by GMU's Department of Global and Community Health to get her perspective on cross-disciplinary research. While acknowledging the challenge of learning a whole different disciplinary language, she says it pays to understand another discipline's literature and research methods. The missing piece of your research puzzle may already exist in the epidemiology literature, particularly if you are an OHP researcher searching for that elusive mind-body connection. You do not have to spend time re-creating something that already exists. By borrowing from the literature and methods of another field, you can more quickly make a significant contribution to your own discipline.

(How to Find a Job—Continued from page 3)

First of all, network! If you have not done so already, this might be among the most valuable things you can do to kick start your career and land a job. The more people you know, the better off you are – resumes and cover letters are anonymous, so you need to let people see you and make it known you are looking for a job. Social networks are not just goofy web sites where you post pictures for your friends to see (but hope your parents/future employer do not see). Instead they are an important way to make the connections you need to first hear about job openings, and most importantly to distinguish yourself from the crowd.

So how do you go about networking beyond adding someone as your “friend” on Facebook? The best approach, Deb Keary told me, is to join your relevant professional society. SIOP is an obvious and essentially required choice, but so too is the Personnel Testing Council of Metropolitan Washington D.C. (see Tiffany Bludau’s article in the January 2008 ION for a great description). Also consider the Academy of Management, SHRM, and APA. Most importantly though, do not just join, but go to meetings, conferences, receptions, etc. (for example, that little one in April) and speak with professionals already in the field. People in the I/O field love to meet folks like us (grad students) and many of them delight in helping out someone new to the field in whatever way they can.

Informational interviewing is another great approach to take. Informational interviewing involves calling up (or emailing) someone who currently works at an organization where you would like to work. You are not asking for a job, and you are not applying for one either. Very simply, informational interviewing is a great way to get to know what it is like to actually work for a particular organization doing a particular job (whether it is applied research, consulting, federal or commercial sector, etc). Informational interviewing is a great way to get a quick realistic job preview and get some valuable advice from someone doing the job you may want to do. As an added bonus, on top of the benefits you receive from learning about an organization and its job positions, you also do some of that all important networking as well.

In most circumstances, you will still need to submit a resume and cover letter to at least a few organizations. Cover letters should always be submitted, but they can be one of the most confusing parts of the whole job application process. Your cover letter should go something like this: paragraph one - introduce who you are, paragraph two – why you could be a great asset to the organization to which you are applying, paragraph three – wrap it up and tell them how to contact you. Simple as that: one page, three paragraphs. And one other thing, easy on the “I” statements; one or two is ok, but no more than that if you can help it.

Also, remember that recruiters look for applicants to fill a certain job; most often they are not simply screening every resume that comes in as they receive far too many to do that. Consequently, when you are applying for a job, you need to be specific in stating the job for which you are applying. If you submit a general resume and cover letter (for example, you upload it to their website) without specifying a job on the cover letter, chances are good that your application materials will be lost in the shuffle. If you do not hear anything from a recruiter within a few weeks, give them a call for a status update, but make sure you do not pester them.

Lastly, Deb Keary told me to keep a few things in mind – take home points if you will. First, the economy will turn for the better, so do not worry about that too much. Second, apply while you are still in school so you have a job waiting for you when you graduate. Third, use the resources you already have – the career center at GMU, professors and their contacts, alumni and former students, SIOP job listings, etc. Fourth, remember that it all comes down to who you know – the utility of networking cannot be underestimated. Good luck everyone, and happy hunting.

Also check this site out:

<http://www.bls.gov/oco/oco2004.htm>

And the Alumni list:

<http://www.gmu.edu/org/iopsa/GMU%20I-O%20Alumni.pdf>

(Dr. King’s Research...Continued from page 4)

Preferential Selection: A newer study currently in its data collection infancy, this research focuses on the differential effects of diversity climate on assumptions of preferential selection in organizations. When a member of an underrepresented group enters a job, incumbents may assume the individual has been selected based on their minority status. In turn, these beneficiaries have been shown to internalize these assumptions, resulting in more negative self-evaluations and decreased performance. Of particular interest are organization level variables that may help to ameliorate this effect, in particular, an organization’s climate for diversity. Diversity climate can be seen as having two components, one focusing on fair selection practices and procedures, and another centered on the inclusion of all groups and individuals. This research seeks to examine which components, as well as the order in which they are stressed by the organization, could potentially decrease incumbents’ assumptions of preferential selection practices. The fall semester was spent designing the experimental methodology, as well as a relevant field survey to supplement the experimental data.

Finally, some new research questions circulating in Eden’s group include the following:

- ◇ How do women manage pregnancy disclosures in the workplace effectively?
- ◇ Do friendships with stigmatized individuals provide license to discriminate?
- ◇ Do processes of stigmatization differ across levels of analysis?
- ◇ What are the expectations (and meta-expectations) that individuals from different age groups/generational cohorts bring to bear on interactions?

There are always exciting new directions to go in, and ideas about new projects continuously emerge and are enthusiastically supported. Anyone interested in obtaining references or learning more about the projects discussed can contact me at my GMU email address: kstewar7@gmu.edu

ATTENTION I/ON READERS:

Would you prefer to receive an electronic copy of the I/ON? Please email us at ion@gmu.edu if you currently receive a paper copy, but would prefer to access the on-line version instead. You can always print it out!

Thanks!

(Dr. Zaccaro's Research—Continued from page 4)

The Fort Benning study is also looking at leader adaptability, but in a military context where U.S. Army Soldiers stationed at Fort Benning are run as participants. While participants in one condition are given an advanced organizer including training on adaptability, adaptive prompts, and adaptive feedback, those in the other condition are not. All participants made decisions in the computer simulation SimFX which is a program that simulates military field exercises. The goal is to examine the effectiveness of the adaptability training, particularly with a military sample in promoting adaptive thinking. The next step is to continue this research with members of the Reserve Officer Training Corp (ROTC) on GMU's campus.

The CLT-Adapt study focuses on examining how leaders' influence subordinate behavior if and when they provide value based explanations for their decisions to subordinates. For example, are leaders more effective when they not only communicate directions to their subordinates, but explicitly state the values behind the directions they set as well? The idea behind the study is that if leaders communicate why they want subordinates to take certain actions through the relay of their values, then subordinates will be better equipped to make decisions that will align with how the leader would want them to act when outside of the presence of their superior. Participants are provided with a scenario to which they need to make decisions. The direct application of this research is with regard to the Army, particularly in dynamic and complex situations where individuals may be required to make quick decisions outside the presence of their direct superior. The goal of this research is to examine how effective this training is at influencing subordinate behavior.

Krista Langkamer's dissertation seeks to identify predictors and outcomes of engaging in leader self-development activities which encourage adaptability. One of the interesting relationships that has emerged surrounding leader adaptability is that engagement in a diversity of leader self-development activity improves adaptive performance. Given that, one way to facilitate adaptability within leaders is to get them to engage in self-development activities that provide experiential variety. Thus, her dissertation seeks to examine the effects of experiential variety on an individual's ability to adapt to change.

Meredith Cracraft's dissertation examines the extent to which working memory capacity influences the adaptive performance process in a complex, dynamic environment. Working memory is the cognitive system that allows one to temporarily keep information active in the mind. The cognitive demands elicited by the characteristics of complex environments may be more effectively and efficiently dealt with by those who have a greater amount of cognitive resources (working memory capacity) to process and store information. Therefore, working memory capacity may be an important individual difference variable that would explain differences in adaptive performance.

Zack Horn's dissertation is examining the link between developmental work assignments and leader adaptive decision-making. More specifically, the study specifies a cognitive process by which individuals adopt a new frame of reference in response to non-routine changes in the problem situation. Initial results have found that practice in adaptive decision-making via developmental work assignments is important for translating one's own adaptive skills to functional, adaptive solutions.



Congratulations to Doctoral Student Beth Heinen who recently became a new mom! Daughter Kenley Elizabeth Heinen was born on February 10th, 2008. Beth, husband Jimmy, and Kenley are picture above.

On The Social Side: Upcoming Events

| | |
|--|--|
| Scavenger Hunt | March 29 th |
| Location: Washington, D.C. | |
| SIOP | April 10 th to April 12 th |
| Location: Hilton Hotel - San Francisco, CA | |
| SIOP Reception | April 10 th |
| Location: Hilton Hotel - San Francisco, CA | |
| End of the Year Picnic and BBQ | April 26 th |
| Location: Dunn Loring Park - Vienna, VA | |

Crossword Puzzle Key

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|--|--|--|---|---|
| R | E | G | R | E | S | S | I | O | N | | | | | | | M |
| E | | | | | | | | | | | | | | | D | |
| S | V | | | | | | | | | | | | | | | T |
| T | I | N | C | I | V | I | L | I | T | Y | | | | | P | |
| R | O | | | | | | | | | | | | | | | I |
| I | L | | | A | | | | | | | | | | | | X |
| C | H | A | R | I | S | M | A | T | I | C | | | | | | B |
| T | T | | | | | C | | | | | | | | | | A |
| I | I | | | | | H | | | | | | | | | R | |
| O | O | | | | | | | | | | | | | | E | |
| N | N | | | | | | | | | | | | | | S | |
| O | | | | | | | | | | | | | | | I | |
| F | O | R | M | A | T | I | V | E | | | | | | | C | |
| R | | | | | | | | | | | | | | | A | |
| A | F | F | E | C | T | I | V | E | | | | | | | S | |
| N | | | | | | | | | | | | | | | M | |
| G | | | | | | | | | | | | | | | O | |
| E | X | T | R | A | V | E | R | S | I | O | N | | | | P | |
| | | | | | | | | | | | | | | | | |
| J | O | B | A | N | A | L | Y | S | I | S | | | | | | |



ION - GMU'S I/O NETWORK

Elizabeth Conjar
 Richard Hermida
 George Mason University
 Department of Psychology, MSN 3F5
 Fairfax, VA 22030-4444



CHECK OUT THE NEWLY
 REDESIGNED WEBSITE
[HTTP://WWW.GMU.EDU/ORG/IOPSA](http://www.gmu.edu/org/iopsa)

GMU 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 Censor, Dean. For further information on the I/O 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>

I/O Alumni

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 ion@gmu.edu.

ION Website and E-mail

Our website is at <http://www.gmu.edu/org/iopsa>. We can also be contacted at ion@gmu.edu.

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 I/O 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, and Jayme Pittsonberger.**

If you would like to be included or removed from the mailing list, please e-mail us at ion@gmu.edu. The deadline for contributions to the newsletter is three weeks before distribution, which occurs on or around the first of April, August, and November.

Past Editors

C. Brooke Orr
 Jayme Pittsonberger

Contributors

| | |
|------------------|---------------|
| Elizabeth Conjar | Jim Kurtessis |
| Gia DiRosa | Kate Laport |
| Irwin Jose | John Nelson |
| Jeff Herman | Chad Peddie |
| Richard Hermida | Laura Poms |
| Zack Horn | Kathy Stewart |

Present Editors

Elizabeth Conjar
 Richard Hermida

Faculty Advisor

Dr. Seth Kaplan
