A Life’s Work: 
An Interview with Dr. Edwin Fleishman 
By Richard Hermida

Recently, I had the opportunity to sit down and talk with Dr. Edwin Fleishman, who is currently Distinguished University Professor Emeritus of psychology at George Mason University. Dr. Fleishman has been a professor at Yale, and a Visiting Professor at the University of California, the Israel Institute of Technology, and the University of Hong Kong. He has also directed large research organizations and has had many professional roles, including Editor of the Journal of Applied Psychology, President of three divisions of APA including SIOP, Chair of APA’s Committee on Psychological Test and Assessment, and President of the International Association of Applied Psychology. For his research, many publications, and books he has received many awards including APA’s Distinguished Scientific Award for Applications of Psychology, the James McKeen Cattell Award from the American Psychological Society, SIOP’s Distinguished Professional Contributions Award, SIOP’s first annual F. Scott Myers Award “for the outstanding example of research having impact on the workplace,” and most recently, the Academy of Management’s inaugural Award for Distinguished Contributions to the Field of Leadership.

Many of us are interested in what you have been up to since you left George Mason University on a day to day basis. What sorts of activities, jobs, and services have you been involved in since then?

First of all, I finished up as Graduate Advisor to several of my graduate students who got their PhDs. I have continued as Editor of the “Series in Applied Psychology,” that I founded with Lawrence Erlbaum Associates publishers, which has now produced 45 books, including most recently, Historical Perspectives in Industrial and Organizational Psychology edited by Laura Koppes. The book is a

(Continued on page 3)

Advice We Wish We Had

By Tiffany Bludau and Johnathan Nelson

One of the things that we have both appreciated about being at Mason is the willingness of others to lend a helping hand or share some much needed advice. With that in mind, we have asked a number of people who successfully survived their first year at Mason to share some advice on what they would tell themselves if they were going into their first year again. Special thanks to all of those who contributed (Liz Conjar, Richard Hermida, Joe Luchman, Luke Brooks-Shesler, Lisa Gulick, Whitney Botsford, Jeff Herman, and Zack Horn)! We have noted their individual contributions as appropriate; their comments helped to highlight some of the general themes of what may be important for students entering their first year of graduate school at George Mason to keep in mind.

(IO and the Military

News from Kuwait

By Jonathan Bryson

Jonathan Bryson, a GMU MA student, is currently serving a tour of duty overseas as a US Army Reservist. He brings us this installment of IO and the Military from his post in Kuwait.

In this installment of News from Kuwait, I would like to focus on organizational design. Traditionally, when we think of organizational design from the standpoint of the military, we often think of hierarchies. We think of large organizations with relatively narrow spans of control, unity of command, and unity of direction. We

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A Word from the Advisor
By Seth Kaplan

Hi everyone. With great pleasure, I introduce the most recent installment of the ION. This is the first issue under the leadership of our new ION editors, Richard Hermida and Elizabeth Conjar. They have taken the reins in stride and have several great ideas for taking the ION in new directions – some of which are reflected in the current issue.

As is tradition in the fall ION, this issue includes an overview of the faculty members’ current research and also brief bios of the incoming students. As ION faculty advisor, I would like to extend a warm welcome to all of the students and also to encourage the students get involved in the newsletter. As you will come to discover (if you have not already), the ION is a unique aspect of our program and a wonderful way to exchange ideas and information as well as to maintain the ties among the GMU IO community. We always are looking for new ideas and topics, so please do not be shy about offering your feedback and suggesting something novel. I also would like to welcome our newest faculty member, Reeshad Dalal, who comes to Mason from Purdue. I know we all will make the students and Reeshad feel welcome. Moving is scary and support is essential!

In my humble opinion, the articles in this issue are especially interesting and insightful, and many are rather different from those in past issues. For example, Jonathan Bryson, who presently is serving in Kuwait, discusses the implementation of a matrix design in the military. Thanks so much to Jonathan for taking the time and effort to write this piece while in the field. That’s dedication! Jonathan, we continue to think about you often and we wish you a speedy return home.

Also in this issue, Ed Fleishman, who is largely responsible for bringing the program to prominence, offers some interesting information and sage advice. Ed contacted the ION to offer his contribution, and we are most grateful for his taking the time to sit down with Richard for an interview. For those of you interested in finding out even more about the history of GMU IO, Lou Buffardi is another great source of knowledge!

This issue also features two very valuable pieces in which current PhD students Luke Brooks-Shesler, Tiffany Bludau, and Johnathan Nelson provide some insightful advice for incoming students. I found the suggestions in both articles right-on-target, and I strongly recommend new students to take these tips to heart.

In closing, let me reiterate my previous request for all of our readers to consider submitting comments and articles. Our hope is that the ION serves not only to inform our readers about the happenings here at Mason, but also to allow those of you in other places to share your own insights and experiences. So, let the e-mails start rolling in…

ATTENTION ION READERS:
Would you prefer to receive an electronic copy of the ION? 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!

President's Address
An Array of Adages per Annum
By Joe Luchman

“A trip well begun is half done.” Though this maxim may be at least somewhat dubious (in my opinion), I know I speak for all of my colleagues and the faculty as I welcome the incoming students, wish them luck in their first year, and let them know that we IOPSA officers as well as the other students are your resources; we are at your disposal and are more than happy to aid the grad school transition in whatever way we can. We new officers inherit and will do our best to carry on a strong tradition of social support and socialization for our incoming class. Naturally, we are all pleased to welcome our new faculty member Reeshad Dalal. I know that I speak on behalf of all the students and faculty when I say that we look forward to working with you as well. A welcome to the returning students and faculty and so, just so I don’t appear to dither, I present our officers for 2007-8:

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<td><a href="mailto:jnelsonc@gmu.edu">jnelsonc@gmu.edu</a></td>
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<td><a href="mailto:rhermida@gmu.edu">rhermida@gmu.edu</a></td>
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<td>ION Editors</td>
<td><a href="mailto:econjar@gmail.com">econjar@gmail.com</a></td>
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GMU-IO has created (and indeed been graced with) IOPSA in an effort to allow students to carry on our strong collaborative tradition. In a nutshell, we intend to provide professional development, facilitate

(Continued on page 12)
Out of Bounds
By Cory Adis

In the last edition of the ION newsletter, in the familiar “Water Cooler” series, ION Co-Editor Richard Hermida introduced us to some areas of research that stretch the boundaries of IO. Due to the popular acclaim of that article, the powers that be have decided to revisit the fringe, but this time giving that topic its own series. Thus was born: “Out of Bounds!”

Before I begin, it is important to note that “bounds” are relative and the term “out of bounds” simply refers to the traditional boundaries of IO. The title of this series is not meant to imply that these topics are not or should not fall within the realm of IO psychology. Rather, these orphaned topics are waiting to be taken up and championed by diligent and dedicated researchers like you!

The subject of this edition of “Out of Bounds” is the brain; that intricate piece of fatty hardware sloshing around in our skulls. Most of us have been told how important this mysterious machine is, but who actually believes it? We in IO certainly do not often honor our encephalon. Why is that?

Last year I received some advice urging me to incorporate my biopsychology background into my IO undertaking. After an unproductive thirty seconds of trying to merge what I knew of each, I dismissed the idea as impractical. The prohibitive costs of learning anything of marketable

(Continued on page 12)

A Relationship Guide to Research Projects
By Luke Brooks-Shesler

Johnathan Nelson asked me for my input on "what I’d do differently if I could start graduate school over again." The fingers started typing and before I knew it, I’d written "A Relationship Guide to Research Projects." So here’s my two cents:

1. Date before getting serious.

Sometimes you are best served by dating a research topic (i.e., reading a few articles on a topic that interests you) rather than by committing to a research project too soon. It’s easy to get excited about research ideas, but be aware of what a research project entails: doing a literature review, formulating research questions, designing the study, acquiring a sample, submitting the HSRB, running the study, analyzing the data, writing up the study and submitting the paper to conferences and journals. I’ve been working on a project for 2 years - and there’s so much more to do...

Alicia Stachowski and I were recently considering how cool it would be to do a study on boredom: what causes boredom, how do people cope with it, and do coping behaviors vary by personality type? Alicia and I are dating boredom right now but we’re not ready to get serious. (Also, if our advisors found out that we had started new project, we would be in the doghouse.)

2. Break up if you’re not getting what you want.

At the last Industrial and Organizational / Organizational Business (IOOB) conference, Dr. Michael Campion said, "Only select Grade A eggs." Dr. Campion meant that you should only take on research projects that have a decent shot of being accepted at a top-tier journal. If the paper gets rejected from a top-tier journal, then you can always submit to lower-tier journals. Dr. Campion didn’t see any point in aiming for a lower-tier journal from the get-go.

My extension of Dr. Campion’s advice would be to break up with research projects that aren’t going anywhere. You can’t do everything and you need to prioritize. A dead-end research project is a large opportunity cost: you could be doing something else really cool instead of sinking more time (and heartache) into a project that isn’t a “Grade A egg.” Break-ups are hard, but as your knowledge of IO increases, your research interests grow and change, and

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On the Applied Side
The “I” and “O” of Internships
By Marni Mankuta and Kathy Stewart

An applied internship is important to complement the skills learned in the classroom. Fortunately, the Washington, D.C. area is rich with diverse and valuable internship opportunities, making the only difficult part choosing them. One question to ask is whether an internship focused around the industrial, or “I” skills is desired, or if the organizational, “O,” side of the field is the best fit. In order to help answer this question, two of our current MA students, Marni Mankuta and Kathy Stewart, shared their applied experiences on the “I” and “O” side of things, respectively.

Focusing on the “I” side, Fields Consulting Group (FCG) is a small Industrial Psychology consulting firm in McLean, VA. FCG concentrates on test development for supervisor promotions in public safety throughout the DC area. I began working for FCG in September of my first year at Mason. Through this internship I have been given the opportunity to play an integral role in key I areas such as job analysis, assessment center development and implementation, test validation, leadership training, and client relations. I have interviewed Fire and Rescue as well as Police supervisors, rode along in Fire engines and Police cruisers, and participated in training drills all in order to accomplish job analyses for the different occupations. I also wrote task and KSA statements to reflect the job analysis data. Additionally I assisted in test validation through content and construct validation strategies. My involvement with the assessment centers ranges from development to implementation. I have participated in assessor training to ensure interrater reliability, candidate supervision, and exercise development.

For the past two months, I have been working on a project with Dr. Cassi Fields to develop a supervisor training course that will be marketed to public safety departments across the U.S. Through the development of this course I have learned to apply motivation and positive reinforcement theories to real life scenarios.

(Continued on page 14)
Meet the New Students
Compiled by Kristen Olson

The IO program at George Mason University is very proud to introduce our incoming class of 2007. This year’s incoming class is comprised of four PhD students and seventeen MA students. The brief paragraphs that follow offer a glimpse into the variety of backgrounds and interests of our newest students, the combination of which we can look forward to strengthening our program. We can surely look forward to them continuing the tradition of excellence that has been established and continually maintained at GMU. Welcome the following students…

MA Students
Ashley Agert
I am originally from Rochester, MN, (about an hour SE of the Twin Cities) but have lived mostly in Minneapolis since I graduated in 2004. For undergrad, I attended the College of Saint Benedict (a private liberal arts college for women located about an hour and a half NW of the Twin Cities), majoring in Psychology with a minor in Political Science. I am thrilled to be moving to DC to become a student again, and I am very excited that my move is in time for what is certain to be an exciting election year. During undergrad, I was actively involved in the Delta Epsilon Sigma National Honor Society, a variety of volunteer efforts (particularly Habitat for Humanity), and numerous intramural sports. I also served as a TA in the Psychology Department. During my time between undergraduate and graduate school, I spent time as a research assistant in the Brain Injury Outpatient Unit of the Psychology Department at the Mayo Clinic in Rochester. For the last couple of years, I have worked in Account Management at a marketing firm in Minneapolis. While my research interests are broad at this point, I am particularly interested in work-family balance as well as race and gender issues in the workplace. In my free time, I like to play and watch sports of essentially any variety, go to movies/museums/shows, hang out with my friends, and travel as much as I possibly can. I spent a semester abroad in London during undergrad, where I had the opportunity to do quite a bit of travel. This spring, I also had the opportunity to travel to Singapore and Thailand, which was amazing.

Jennifer Demarais
I just graduated from Texas A&M University with a B.A. in Psychology. At A&M I was very involved in volunteer work, particularly anything involving children. I ran a volunteer organization and have worked at a Children’s Advocacy Center for the last couple years. As far as research is concerned, I spent the last year working with Dr. Payne and Dr. Bergman where most of my focus was on perceptions of stigma and stigma removal. I have not narrowed down a specific area of interest though, and I am looking forward to learning what research opportunities the GMU faculty offer. While in Virginia, I’ll be working for the Army Research Institute. I have lived in Texas my whole life, so Virginia will be a big change, and I cannot wait to make it!

Kristina Dunphy
I am originally from Annapolis, MD, but I just graduated in the spring from Cornell University in Ithaca, NY. As an undergraduate, I was an ambassador for my school, communicating with prospective students. I also helped to re-colonize my sorority chapter and was heavily involved in leading it throughout my four years there. In my free time I like to watch baseball and football, play with my dog, and go to concerts. Also, I am excited about getting to know the DC area better and look forward to exploring in my spare time.

Whitney Gaber
I am from Newport News, Virginia and I just graduated in May from Radford University with a B.S. in Psychology and Business Administration minor. I am only 20, so I am the youngest person by far in the program. At Radford I was secretary of Psi Chi, a member of the Psychology Club, Phi Kappa Phi Honors Fraternity, and a proud sister of Alpha Sigma Alpha national sorority. For the past year I have been conducting research with the Psychology Department Chair on women and their need for same-sex role models to pursue academic areas typical of males (i.e. women needing a female role model vs. a male role model to pursue the hard sciences). My research interests lie in the areas of motivation, teams, and leadership, and I hope to pursue the organizational development field to one day be an OD consultant for the federal government. I have just accepted a position with the Consortium Research Fellows Program working in the Personnel Survey Department at Defense Manpower Data Center beginning sometime in late July. In my free time you can almost always find me at a gym; I’d spend all day there if I could. Otherwise I am out with friends or probably somewhere eating Mexican food (I am addicted to cheese dip). Since most of Radford students come from the northern Virginia area I am very excited to get to move to Fairfax and be near all of the friends I have made during the past four years, even if that means I am going to get stuck in traffic for hours at a time just to go a few miles to visit them.

Andrea Gooden
I am originally from Southern Maryland, and I moved to Northern Virginia in 1994. I earned my A.A. from NOVA and transferred to Mason in 2003, where I completed my B.A. in Human Resource Management in May 2006. I have worked for litigation attorneys for almost 14 years, and have taken this academic journey in hopes of finding a more challenging career. My senior thesis was a field study that examined how employee fairness perceptions of a recent performance appraisal impacted affective commitment, job satisfaction and perceived organizational support. This data analysis continues, and I hope that it will lead to a publication. I remarried last April to a truly wonderful man! My husband, Chris, is an engineer with Mitre in McLean. We reside in Centreville with our four children. The eldest starts college at NOVA this fall. Our two middle boys are entering 7th grade and the youngest is looking forward to being a “big” 5th grader. It has been a real balancing act to be a wife, mother, employee and college student, but I have had tremendous support from my family, and I could not be prouder to be part of Mason’s IO program.

(Continued on page 5)
**Satisfy Your (Re)Search**

*By Joe Luchman*

“Research is formulated curiosity. It is poking and prying with a purpose.”
- Zora Neal Hurston

Popeye: Spinach :: GMU-IO : ________? Clearly, the answer to this analogy is research. While we don’t eat research out of a can, it clearly is the “bread and butter” of what we do. As the progenitor of numerous presentations (award winning ones no less), symposia and journal articles, GMU-IO clearly has an impressive research record and tradition. Naturally then, we’d like to expose the current “goings-on” of each lab in the hopes that you might be persuaded to join another, strike up a collaboration, or get thinking about other areas of inquiry in the broad field of IO.

**Dr Buffardi’s Lab:** Fall 2007 arrives with Dr. Buffardi’s lab (including Richard Hermida, Mike Ford, Jim Kurtessis, Laura Poms, Cory Adis, Kathy Stewart and Johnathan Nelson) continuing ongoing work on a meta-analysis of Perceived Organizational Support’s effect on work attitudes such as organizational commitment. In addition, the Buffardi lab will be renewing data collection efforts in the fall surveying GMU employees. In this research, they plan to explore two related topics: 1) the potential existence of construct contamination between Organizational Identifiability and Perceived Organizational Support and 2) the influence of demographic factors in the relationship between Organizational Identifiability and Perceived Organizational Support.

**Carrie Grimes**

I am from Louisville, Kentucky and graduated from the University of Kentucky with a B.A. in psychology and sociology. While in undergrad I studied abroad in Costa Rica and Spain, and was also involved in Psi Chi. My undergrad research focused on goal recognition and attainment. I am also interested in the cultural and racial issues that organizations now face due to globalization. This summer I have lived in the DC area working at Food Products Association in their HR department doing recruiting and benefits analysis. I enjoy traveling, college basketball, going out with friends, and much more.

**Ryan Hendricks**

My name is Ryan Hendricks, and I am from outside of Philadelphia, Pennsylvania. I just graduated with a B.A. in Psychology from Penn State University. While there, I worked in a research lab conducting experiments dealing with work place deviance. After graduation, I moved down to Washington D.C to start an internship with the Consortium Research Fellows Program. My work includes running analyses and collecting data from U.S. Army soldiers. My research interests are rather diverse, but include leadership, motivation, selection, and work-family conflict to name a few. In my free time I love to go to the gym, participate in sports, or even just watch sports (especially baseball). I also love to cook, and fancy myself a pretty good chef.

**Lillian Hnath**

My name is Lillian Hnath. I am from the DC suburbs and currently reside in Rockville, Maryland. I graduated from St. Mary’s College of Maryland with a B.A. in Psychology. Most of my spare time as an undergrad was spent in the pool as a part of the swim team. Since graduating in 2004, I have worked in market research. I recently began a position with the Consortium Research Fellows Program working in survey analysis for the Army Research Institute. My research interests are in leadership development, training methods, and gender differences within these fields of study. In my free time, I continue to swim semi-competitively and enjoy running, weight lifting, kickboxing (I hope to learn Muay Thai soon), and hiking.

**Irwin Jose**

My name is Irwin Jose and I am a graduate of the University of North Carolina at Greensboro where I majored in Psychology. There, I was involved in Psi Chi, the Asian Student Organization, UNCG Pride, as well as the Greensboro Green Foundation. Currently, my interests in the IO field deal with workplace diversity and cross-cultural issues, however my interests are vast and still developing. I have a great appreciation for music, cultures, nature, and all things dealing with food (I like to cook, but more so I love to eat). In my free time I enjoy indulging myself with these interests. The company of good friends is a pleasure of mine also. Long intro short: I am a simple guy with a little twist.

**Courtney Leford**

I am from Cleveland, TN and attended Middle Tennessee State University where I received my B.S. in Pre-Graduate psychology in May, 2007. I stayed very busy during my time at MTSU. I was a member of the Student Government Association all four years. I was also President of my sorority, Chi Omega, and I served as a Student Ambassador for the MTSU Alumni Association. I was also very active in the Honors College. I served on the Honors Council, the Buchanan Fellowship Selection Committee, and the Honors College Deans Advisory Board. Through my Honors Thesis I researched undergraduate goal setting and initial success after graduation. I enjoy researching motivation, specifically goal setting theory. I have interned with Gaylord Entertainment Corporate office based in Nashville, TN for about a year now, and most recently I have worked in the Talent Management area. For Gaylord, I researched key motivators of high potential employees, and I created my own model by analyzing external research. I love Talent Management and want to do it for the rest of my life. In my free time (if I ever have any) I like to spend time with family and friends, read books, and watch CNN.

**Damian Liska**

My name is Damian Liska and I hail from the mighty metropolis of Clarion, PA (pop: 5,000). I received a B.S. in Psychology and minor in Business from the Pennsylvania State University, where I was involved in Psi Chi, the PSU Cycling Club, Phi Gamma Nu (a professional business fraternity), The Penn State Dance MaraTHON, and Habitat for Humanity. Following my undergraduate studies, I moved to the Washington DC area and began working in Management and Human Resources consulting. For fun, I enjoy outdoorsy sports (mountain biking, snowboarding, hiking, rock climbing, etc.)
[have worked as a Ropes Course Facilitator], coaching my company’s softball team, seeing stand-up comics, cheering on the Steelers, oil painting, and being a bookworm. I am sincerely looking forward to graduate studies at GMU. While my research interests seem to vary depending on the day of the week, I can safely say that I am eager to learn more about leadership, team dynamics and performance, work/life balance issues, and organizational identity.

Kelsey Logan
I am from a small town in southeastern PA called Kennett Square. I just graduated from Penn State University with a Psychology degree and a minor in Labor and Industrial Relations. I was a research assistant for a social psychology lab, a member of Alpha Chi Omega sorority, and highly involved in Penn State’s Dance Marathon. My research interests are not set in stone yet, but include job selection, leadership, and performance evaluations. I currently intern for the Consortium Research Fellows, doing research on the quality of life in the Reserves. I enjoy hanging out with old friends and meeting new ones, reading, playing at the pool, and walking around the city.

Heather McGraw
Hello everyone! My name is Heather McGraw and I am very excited to be joining all of you in the I/O program! I am a native Northern Virginian (you don’t hear that very often in this transient area!) and went to George Mason for my undergrad, which was in music. Yep, music. My plan was to teach, but I tried it and hated it, so I decided to return to school to pursue my other passion: psychology. I am really interested in Occupational Health Psychology and hoping to be involved in research in that field. As far as jobs go, I am not doing anything special at the moment - just working at a restaurant for the summer. In my free time I like walking/hiking, watching movies, visiting museums and historic sites, going to the gym, hanging out with friends, traveling, and doing digital photography. I think this is going to be a great year and I look forward to meeting all of you!

Laleh Patel
Hi, my name is Laleh Patel and I am from London, England. I obtained my undergraduate degree at University College London (UCL) and graduated in Psychology in 2005. For the past two years, I have been working in an advertising agency on consumer goods. My research interests focus on areas such as working abroad, group dynamics and the psychology of judgment and decision making. I have a real passion for traveling and hope to discover new places in the next two years. Traveling has also spurred my interest in photography. I also enjoy playing sports such as hockey, swimming, and tennis. I love to hang out with friends, listen to music, watch movies, and generally enjoy myself.

Vanessa Tendick
My name is Vanessa Tendick and I am currently living in Arlington, Virginia. My dad works for the government, so I cannot really say I am from one particular place as I have moved around a whole lot! I was born in Pittsburgh, PA, moved to Chicago when I was two, and then to Phoenix, AZ when I was twelve. I just graduated in May from Catholic University with a B.A. in psychology and a minor in management. As an undergrad, I was a Cardinal Ambassador (I gave tours to prospective students) and an Orientation Advisor for incoming freshmen. I also worked at the University Center for Student Programs and Events, and was a member of the President’s Society. My research interests include work/family balance, motivation, leadership, and workplace stress/health. I love the beach, spending time with friends, reading a good book, and laughing; E.E. Cummings was right when he said that “the most wasted of all days is one without laughter.” Will Ferrell is hilarious, and my favorite movie (that I can quote word for word) is “Anchorman.” I also love to travel. I spent a semester abroad in Rome during my junior year, and it was one of the most amazing and enlightening experiences of my life. I am definitely a city girl and DC is (in my opinion) the best city to live in, which was one of the major reasons I decided on Mason for grad school. One more thing: I cannot go a day without coffee. Lattes are my favorite!

Congratulations to our 2007 George Mason I/O Graduates!

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Intellectual Lineage

A Second Round of Our Faculty’s Academic Genealogy

Compiled by Beth Heinen

In the Spring 2007 edition of the I/ON, we traced the academic family tree of our faculty in order to discover our own “family” history. Since the last edition did not include our entire faculties’ lineage, we could not resist including a second round of our professors’ genealogy. This time however, an integrated academic tree has been created linking three of our faculty members to one great, great, great, great, great, great, grand advisor: Dr. William Wundt.
description of IO psychology from its original roots to the present and serves as a comprehensive survey of IO psychology. It is a great book, and naturally I think every IO student and psychologist should have a copy.

For three years I was a consultant to the Social Security Administration, assisting the agency in broadening the concept of disability beyond purely medical determinations. The goal was to develop a methodology that linked the ability requirements of jobs to the medical diagnoses of individuals with different impairments.

I have also continued my interests in identification and assessment of skills required by high level leaders in complex organizations and have extended the use of computer-interactive programs to assess those skills. Most recently my colleagues and I have extended the original military scenarios and measures to the assessment of leadership in civilian organizations.

You have obviously been an important figure at George Mason University and in the IO program. As you look back, what do you feel are some of the more significant events in the department with which you were involved during your tenure here?

I was pleased to be part of the enormous development since 1986 when I joined the GMU faculty. I am indebted to Jane Flinn who was then Department Chair, and to Lou Buffardi, and to the GMU President George Johnson, who persuaded me to come. I was pleased to have played a part in the development and approval of the Ph.D. degree in the department. Originally, the degree for the department was a Psy.D., which emphasized a practitioner model rather than a science-practitioner model. The process for becoming accredited was quite complex involving careful preparation and justification regarding faculty credentials, program development, and approval of the University, state agencies, APA, etc. During that time I founded and was the first Director of the Center for Behavioral and Cognitive Studies that led to cooperative efforts among the faculty and some sizeable research funds from major organizations (e.g., Army Research Institute, General Electric, The Nuclear Regulatory Commission, and The Center for Innovation Management). I was pleased that in 1991 the President of George Mason University selected the Center for the University's first annual Award of Excellence.

By and large, the personal and professional relationships that I had in the Psychology Department have given me enormous satisfaction. I am especially pleased to have co-authored several journal articles and book chapters with just about all the faculty members involved in our IO program (Lou Buffardi, Lee Friedman, Michael Mumford, and Steve Zaccaro). I have been disappointed however that more of our graduate students have not published their fine dissertations, but I still have hope!

One thing that I have been proud of is my assistance in recruiting faculty members, although I obviously cannot claim all the credit. Some of the members that I had a direct hand in recruiting for the IO program were Richard Klimoski, Steve Zaccaro, and Michael Mumford.

What aspects of your career have given you the greatest satisfaction?

This is almost impossible to answer since the field has been so full of personal and professional satisfaction for me. Let me start with my research. I am pleased that my work on leadership, starting with the early identification and measurement of “consideration” and “initiating structure” as important and relatively orthogonal dimensions of leadership and their relations over many years to various criteria of leader effectiveness had an early impact on the field (The journal Personnel Psychology identified my 1962 article with Ed Harris as the most frequently cited article published in the journal during the decade of the 1960s). I was able to carry out large scale research combining experimental and factor analytical methodologies to identify underlying abilities in the areas of perceptual/motor and physical performance. Extending this line of research to cognitive ability, my colleagues and I were able to develop a comprehensive taxonomy of human abilities which is now in common use. These became the basis for much of the O*NET. We have been able to translate this work into methods of analyzing job requirements and linking these to assessment measures.

I am also very proud of some of my professional services activities. One of the most demanding but satisfying experience in my career was my six year term (1970-1976) as editor of the Journal of Applied Psychology. As the sixth editor in the long history of the journal I felt a tremendous responsibility and with the collective efforts of the distinguished editorial board, I felt I was able to set a course for this journal. The journal has gotten bigger and better since then. Additionally, my service on various APA, APS, SIOP, and IAAP committees have always been interesting as well as challenging, and my various elected offices working with great colleagues have often been good fun as well.

Finally, with respect to the practice side I have had some fascinating consulting experiences that have gotten me into all sorts of new situations. I have consulted with such varied organizations as EEOC, The President’s Council on Physical Fitness, The Office of Secretary of Defense, NASA, the State Department, and a number of large and small companies. For G.E., for example, I got into writing the proposal for the design of the human performance module for the first manned space flight. Unfortunately for that effort, the prime contract went to the McDonald-Douglas Company, which had no provision for any such measures in their proposal.

I have received a number of awards, but one that I am particularly proud of is the inaugural IOOB Career Achievement Award, from graduate students at the 2003 IOOB Conference. Knowing that I had an impact on students in our field was very fulfilling and I was honored to be chosen for their first award. Likewise, I was very moved by George Mason University’s establishment, upon my retirement in 1996, of the annual Edwin A. Fleishman Dissertation Award for the GMU doctoral student whose dissertation is judged the best in the area of applied experimental psychology.

You are a widely traveled and internationally relevant psychologist. Do you have any advice for the current students that are interested in cross-cultural and international issues? What are the more important international experiences you have been involved in?

One of the most basic pieces of advice I can give is to join IAAP, the International Association of Applied Psychology. It is the largest
society of international psychologists, and includes a Division of Organizational Psychology. Membership is free to students, and full members’ fees are quite cheap. Members receive one of the most prominent journals in the field, Applied Psychology: An International Review. Members also receive a quarterly newsletter, which provides a current and insightful look into the international issues in applied psychology. IAAP provides a good base for networking with psychologists in other countries, especially for younger students. There are travel grants available from APA and the American Psychological Foundation for travel to IAAP’s International Congresses.

It is difficult for me to answer the second part of your question in a short interview, since there have been so many challenging, wonderful, and unforgettable international experiences over the years. I can mention only a few.

Early in my career I was given the opportunity by our Air Force to open up contacts with psychologists in military selection units and in research centers in six countries in Europe and I was able to visit colleagues in France, England, Netherlands, Belgium, Denmark, and Sweden. In 1960 I was asked by APA to look into industrial psychology in the Soviet Union. (I arrived a couple weeks after our U-2 spy plane had been shot down by the Russians, and was taken to see it in a public park!). In 1963 I received a Guggenheim Fellowship and spent that academic year in Israel at the Israel Institute of Technology. In the mid 70’s I returned to Russia with a group of 8 psychologists (including Neal Miller, Leon Festinger, Donald Campbell, William Estes, and others) invited by our National Academy of Sciences to negotiate the first series of joint seminars in psychology to be held alternately in each country. In 1981, I was one of two U.S. psychologists invited to represent the U.S. in Beijing, China at the first Congress of Chinese Psychology after the Cultural Revolution there. In 1985, I was invited by the Japan Foundation for the Advancement of Science to spend a month lecturing in Japan.

After I was elected president of the International Association of Applied Psychology (for an 8 year term) I presided over Congresses in Munich and in Edinburgh. As an officer I was also involved in organizing Congresses in Madrid and Kyoto, as well. These periods involved periodic planning trips with colleagues in these host countries.

These are just a few memorable examples of my international involvements. In between there have been many meetings, consultations, Congresses, etc over a long career in many fascinating and exotic places. Psychology is now a global discipline and I feel good that I have been part of this evolving professional and scientific effort. There are even more opportunities for IO psychologists today. For students particularly interested, there are many more details in my article “Applied Psychology: An International Journey,” in the November 1999 issue of the American Psychologist.

Announcements of forthcoming international congresses are published years ahead in the American Psychologist. The organizers would like to get a submission from you! If you want to go, you can submit a paper, poster session, or put together a symposium. The organizers would like to hear from you. My first submission was to the Rome Congress in 1958. Morris Vitelis put me on his symposium.

Obviously someone of your stature has seen a lot of IO and its development over the years. What do you think we have done well and what do you think we might be able to do better?

The field has done many things well. A look at our journals, meetings, job opportunities all attest to the vitality of the field. Our field has been the exemplar of the scientist-practitioner model which has worked very well for us and could be a prototype for other disciplines. However, with respect to our science, we have become more insular and ingrown in our associations and our insights. We have become more isolated from our colleagues in other fields. SIOP has been a boon to our development and enthusiasm and sense of identity but we are missing associations with colleagues and research in other aspects of psychology. We are less likely to read other journals or go to other professional meetings of psychologists with the exception of the Academy of Management. IO psychology does not occupy much space on the APA convention program.

These concerns are probably beyond the scope of this interview but I can recall the personal and professional impact that colleagues like J.P. Guilford, Lee Cronbach, Neil Miller, Robert Gagne, Kurt Lewin, and Donald Campbell had on my thinking and that of my colleagues. I understand SIOP has turned down membership for outstanding psychologists in closely aligned fields who do not fit the ever narrowing mold. We need to think about the limitation of this trend. Cognitive and social psychology for example have much to tell us. Another direction that the field could take in would be a better appreciation of the history of our field, as it remains highly relevant today and would help us not “reinvent the wheel,” so to speak. As I mentioned earlier, a recent book to check out on the history and context of our field is Koppes’s recent book Historical Perspectives in Industrial and Organizational Psychology.

As far as advice that people can personalize more, my advice would probably be centered on research. Specifically, I would hope that practitioners would publish more often. This is for many reasons. First, practitioners obviously have a lot to say about what goes on in our field. Second, if one wishes to return at any time to academia, a publication record is essential. Many excellent Technical Reports to sponsors remain unpublished and not shared through journal publications. Also, I find that many times people do not attempt to publish because they have some sort of fear about having their work rejected. I advise my younger colleagues that a rejected manuscript is the first step in getting that manuscript published. Reviewers put a lot of work into their comments. Take advantage of these!

In the area of practice, I see a healthy development in the recent interest in evidence-based management (EBM). The goal here is developing ways to have our research better inform decisions made by management that are now “uninformed” by our present data. I believe that Gary Latham, SIOP’s current President-Elect, will be spearheading some attention to this issue.

Any last comments?

Industrial/Organizational Psychology is a wonderful field and has allowed for a career that contains so many facets and outlets for personal satisfaction. I am really proud to have shared in the department’s development and I look forward to continuing relationships with students and faculty.
Research
When you first start off at Mason, you will be excited about all of the research opportunities that exist, but be careful. First, make sure you choose groups that are in line with your own interests. Attend a few meetings, but “do not stretch yourself too thin with research that is led by the faculty - you still need room for your own research program!” (Zack Horn). Be aggressive in pursuing your own ideas and projects as well (Richard Hermida). In research groups, faculty members can help you develop your interests and provide advice along the way, but “you have to put forth the effort.” (Whitney Botsford). Remember that you are developing your professional reputation; it is important to follow through on your commitments. “Be dependable.” (Richard Hermida).

Social Activities
Many of you were probably active in a number of activities in undergrad or personal life before coming to graduate school. The good news is that you do not have to give up having a social life when becoming a graduate student. Our social chairs make sure that we have happy hours and other activities lined up every month or so, and students tend to go out and explore Northern Virginia together. If you enjoy playing intramurals, join the Psyclones, our competitive team of psychology graduate students. There are plenty of opportunities to socialize at Mason, and besides being fun, “(social activities) are critical to your socialization into the program and your sanity! Perhaps the most unique aspect of our program is the degree to which the students support one another and build long-lasting friendships.” (Zack Horn). “Graduate school is a fantastic experience that is meant to add to your life and who you are, not take away. Everyone needs some time to relax and let loose; find a healthy balance.” (Lisa Gulick). Besides contributing to your sanity, “(going out socially) is the best way to meet the people in the program (your professional network) and also make friends.” (Whitney Botsford)

Advisors
When you arrive to Mason, you will be assigned an advisor. This faculty member will be there to help you transition to the world of graduate school and help you develop your research persona. You will quickly notice that everyone (students and faculty) are busy with projects, but they will all take the time to help you and answer your questions if you need it. Remember that the faculty are willing to provide support to Master’s (MA) students as well (Liz Conjar). Be proactive. As one student said, “Be proactive - do not wait for them to direct you to your next step in the program. In our program, specifically, the faculty are very supportive and provide many opportunities, but they expect you to regulate yourself and your own needs. If you have questions, ask! Want advice? Ask!” Another student said, “Your advisors are here for you and want to develop you as a person and as a student. However, this only works if you use them. Talk to your advisor and figure out how best you can fulfill each other’s needs.” Respect your advisors’ time as well; always be prepared when you meet with them (Luke Brooks-Shesler). One student also said, “Do not overanalyze your advisor.” If they do not respond to an e-mail, be proactive and follow up, do not just assume they are trying to ignore you.

George Mason University
George Mason is a very diverse campus which you will notice early on. Make sure that you appreciate the diversity of the students and faculty and try to find ways to use this diversity as an advantage in your research. It is also important to use the resources the University provides. There are always opportunities for teaching and research, lectures and brown bags to attend, and a variety of campus services to be used. Search the George Mason website if you are looking for help, and do not be afraid to ask older students. Many of us have discovered these sources later on in our career even though we could have used them earlier.

Northern Virginia
If you are new to the area, you will quickly find that Northern Virginia has everything you need. There are a variety of internships and jobs for budding IO psychologists as well as a number of well-known practitioners and academics in the area. And, if you can tear yourself away from work once in a while there are numerous trails to run or bike on (try the W&OD or Mt. Vernon trails) as well as tons of free museums in our Nation’s Capitol. DC. is a metro-ride away, and if you choose to brave Highway 66, talk to older students for parking tips around the District and Arlington.

General Advice
Below are some other tips that older students have for you. Just ask and you will receive plenty more advice!

◊ Learn when to say “no” to additional opportunities! Your first year will feel overwhelming, but you can handle more - as you will find out in your second and third years. You will know when you hit your limit; at that point, do not say “yes” to anything new unless you’ve finished something else first! (Zack Horn)
◊ Invest in a laser printer. HP and Dell make inexpensive home models. (Multiple students)
◊ Learn how to critically read a journal article earlier rather than later! (Whitney Botsford)
◊ Spend time early on thinking about your desired area of expertise. Finding an area you can be excited about will make all of the difference in the world.
◊ Make sure the internship(s) you get will help you develop a more complex view of IO. Searching for internships involves talking with peers as well as faculty, and reaching outside the program; the resource published in the last ION is a great place to start. (Jeff Herman)
Think of organizations that rely heavily on previously developed rules and procedures. We think of inflexibility (or rigidity for that matter) when confronted with new or unique situations.

Today, however, I want to introduce a unique program within the Army whose sole mission is to augment and provide support to soldiers (or green suiters, as we like to call them) here in Kuwait and around the world. The program is known as the Logistics Civil Augmentation Program or LOGCAP for short. Unlike more traditional military configurations, LOGCAP relies heavily on what is known as a matrix design for its success.

The implementation of a matrix design, according to the literature, essentially combines two different organizational structures into one (Jex, 2002). In the case of LOGCAP, central management is provided through the functional structure of various Department of Defense agencies. Overlaid on this functional framework is a secondary structure based on “events” (e.g., Global War on Terrorism, Hurricane Katrina). This “event” structure dictates the type of experience and expertise required from the functional areas of LOGCAP to accomplish missions; this “event” or “project-based” approach is similar to what has been observed in project management organizations. Individuals are selected according to event need, and are pulled together into a special team called Team LOGCAP to respond to events. Here in Kuwait, Team LOGCAP has had fairly consistent membership due to event similarity, consisting of approximately 14 individuals from four different agencies working together to support the Global War on Terrorism.

According to the literature, the benefits of using a matrix design are many. Sy and D’Ammunzio (2005) suggest that organizations adopt this type of structure for four basic reasons: 1) it allows an organization to focus on multiple business goals, 2) it facilitates the management of information, 3) it enables companies to establish economies of scale, and 4) it speeds response time to environmental demands. In LOGCAP, the matrix structure has a great advantage over more traditional military hierarchies because this structure allows for flexibility – not only when adapting to novel and unpredictable environments, but also in reacting quickly to multiple events as they emerge. For example, when Hurricane Katrina hit New Orleans, LOGCAP was able to switch gears, formulate a plan, and bring together a team of experts ready to support the recovery effort while continuing to maintain the same level of support for other events around the world.

Unfortunately, according to experts in the field of organizational design, the many benefits associated with matrix design are not without an equal number of drawbacks (see Goold & Campbell, 2003; Sy & D’Ammunzio, 2005). Numero et al; Abrams (2002) list four key problem areas: 1) lack of clear expectations among employees, 2) inability of management to resolve power struggles, 3) inability of management to communicate clearly among various groups, and 4) misaligned accountability and rewards. Over the years, LOGCAP has and will continue to experience many of these difficulties. For example, in the past several years LOGCAP has been plagued by internal strife between various personalities and agencies in the program. In addition, roles and responsibilities have sometimes been blurred between the different agencies that make up the program as well as within the different teams on the ground that perform the LOGCAP mission. Fortunately for LOGCAP, these problem areas have not prevented the program from continuing to meet and exceed its mission requirements.

When properly monitored and employed, a matrix design can enable an organization to move and react effectively in today’s increasingly turbulent environment. The matrix structure has served LOGCAP well, as it continues to lead the way in supporting our troops on the battlefield and in other emerging events throughout the world.

Entrance sign to the U.S. Army Camp Bucher in Udaibi, Kuwait which Johnathon Bryson frequently visits as part of his military work.
communication in and outside of the program, and set up some less
directly psychology-relevant engagements (namely, happy hours) that
aid in building bonds within the program. IOPSA: different than
other programs? Yes. Useful in practice? We’re inclined to think so.
But, in the end, the “proof is in the pudding” – Does IOPSA work?
That’s an empirical question, come to one of our happy hours or
brownbags and judge for yourself.

Commensurate with prior years, we’ve planned several “orientation-
ish” activities for the incoming students to get to know us and one
another before the semester “hits”. Mentors contacting protégés (and
having dinner), IO-HFAC picnics, happy hours and naturally our IO
orientation; ideally, we’d like to bridge any and all “gap” that there
may be between cohorts and programs. The idea here is that “a pro-
gram that plays together stays together.”

One of our most central functions is the generation of the brownbag
series; indeed this year will be similar to years past in that we will be
having a number of both basic and applied researchers as well as be-
ing a forum for all students’ and faculty members’ work. This year
we’ve received numerous excellent suggestions relative to brownbag
activities that we’re going to try to implement. Specifically, we’re
hoping to have several “article review” sessions in which we will col-
lectively evaluate and make suggestions for our more advanced stu-
dents on the cusp of submitting a manuscript. (“Publish or perish” as
they say, and certainly “many hands make light the load”).

Now that you’ve been inundated with adages and axioms (perhaps a
few platitudes) I’d like to leave you on this note: We’re here to help
and give our program added direction, and we’re always taking sug-
gestions (I think I’ve heard somewhere that feedback is the “breakfast
of champions”). Irrespective, we look forward to another auspicious
year, to working with all of my colleagues and mentors (new and
returning), and before we collectively “put our noses to the grind-
stone” I wish to say “all’s well that ends well.”

value from scans of the brain would restrict this line of research to
academia. What business would be willing to pay hundreds of dollars
per hour to scan a potential employee’s brain, looking for the consci-
scientiousness region to light up? Well, it turns out they are out there.
In 2005 the Boston Globe ran a story about Jon Niednagel, a consultan
t for the Boston Celtics who uses a technique called “Brain Typing” to
predict behavioral patterns in basketball players. Niednagel, known
around Boston as “The Brain Doctor,” advises Executive Director of
Operations, Danny Ainge, on selection to the Celtics’ roster.

The basic theory behind Brain Typing relies on a connection Nied-
agel sees between brain types and brain function. There is little surprise
in the idea that different brain types would lead to differences in cog-
nitive functioning, but Niednagel takes it a step further to suggest that
brain types also influence how the brain controls physical activities,
that is, athletic ability.

Using dimensions adapted from the Myers-Briggs Type Indicator
(MBTI), Niednagel can reportedly interpret the type of strategy that a
player will use on the court. Will they be a team-player? Do they see
the whole court, the whole game? Does a certain type of thinker crack
under pressure and choke on the free throw line when it comes down
to the wire? More than just a personality measure for basketball play-
ers, Brain Typing is supposed to reveal information about a person’s
motor skills as well as typical behavioral patterns. Brain types exist in
the 16 combinations of the four psychological preference dimensions
of the MBTI: introversion-extroversion, thinking-feeling, judging-
perceiving, and sensing-intuiting. Each of these preferences are con-
ected with a different brain area and people of each brain type are
supposed to be dominant with those areas. Niednagel’s website,
www.braintypes.com, urges readers to “think of Brain Typing as de-
scribing the internal workings of the brain, an objective and tangible
schematic allowing us to understand the neural regions/circuits that
regulate our cerebral/mental/emotional and body actions.” Why not?
The brain controls our personality and it controls our muscle coordi-
nation and action patterns. If extroversion is indeed linked with
the forebrain as Niednagel maintains, the established link between the
forebrain and planning type behaviors would allow for the prediction
that someone who is forebrain dominant might be both extrovert
and a good planner. The reason we see variation in the planning abil-
ity of extroverts is that brain dominance also exists in correlation with
the other three preference dimensions. If we can separate life into
dimensions governing behavior patterns such as the tendency to be
sociable or agreeable, why not have a typology to organize athletic
strategies?

Niednagel is convinced that identifiable patterns within the brain lead
to predictive patterns on the court. He has yet to identify and verify
them scientifically, but he is also yet to give up trying. He has pur-
chased electroencephalography equipment in an effort to undertake
his own research to support his ideas. The fact that he is attempting
to collect evidence of the neurological underpinnings of his brain types
however, is not enough to classify his efforts as scientific. According to
Harvard Psychologist Steven Kosslyn, “What he has to say is not to-
tally off the wall, but he seems to have extrapolated far beyond what
the actual data would justify.” Additionally, Niednagel’s methods for
determining a person’s type are less than scientific. He uses no vali-
dated measures; no structured interviews. Instead he divines brain
types through simple observation of facial expressions and speech
patterns.

Science or not, the Brain Typing story carries an interesting moral.
While most executives of NBA teams are yet to be convinced by the
power to select players based on brain types, those that have bought
into it have already shelled out a hefty amount of money for it. The
Celtics now pay Niednagel $200,000 per year for his consulting ser-
cices, enough for him to sign an agreement for his exclusivity. If there
are people willing to pay for the secrets of brain function despite the
questionable methods that Niednagel employs, imagine what they
would pay for hard scientific evidence. The systematic approach of the
IO psychologist could bring much validity and utility to the process.

Are brain images really that impractical? Perhaps for now, but if his-
tory is any indicator, we can expect costs to fall as technology im-
proves. For now, only the businesses that can afford the brain scan
equipment would benefit, but they will only pay for it if it works.
Therefore, brain function must be empirically connected with behav-
ior. I believe that brain scans can give us valuable insights into who to
hire and how to train. It is just a matter of collecting the evidence to
validate the connections. When prices come down, I want to be ready.
**Anna Winters**

I am from Greenville, SC. I graduated in May of this year with a B.A. degree in Psychology from Erskine College, a small school in SC. I was a member of the soccer team and played various intramural sports. I was also involved with the Psychology Club and Young Life. My research interests vary greatly, but I am primarily interested in Occupational Health Psychology and personnel selection. I like to travel and spend time outdoors in my free time. I have been skiing most of my life, but I also love to go to the beach.

Not pictured: Rui Munakata

**PhD Students**

**Gia DiRosa**

I was born and raised in New Orleans, LA, and did my undergrad at the University of Georgia (Go Dawgs!). While at GA, I was a member of Golden Key, Phi Kappa Phi Honor Society, Psi Chi, and GLOBIS Study Abroad. I also held several leadership positions in my sorority and the UGA Panhellenic System. Right now, my research interests include leadership and team dynamics. I am a self-proclaimed bookworm and love anything to do with art or art history. I am also a huge football fan and look forward to becoming a huge basketball fan at Mason!

**Kate LaPort**

Greetings! My name is Kate LaPort and I attended Canisius College, which is a private Jesuit college in Buffalo, New York (yes- there is a lot of snow!). I graduated this May with my B.A. in Psychology and minors in Industrial/Organizational Psychology, Business Management, and Human Resources Management. Canisius is also only about twenty miles south from my hometown of Lockport, New York. As an undergrad I was very involved in Psi Chi, Psychology Club, SHRM, and helped found the Canisius Entrepreneur’s Organization. Most of my time outside of clubs and activities was spent with my two jobs on campus: research in the Psychology Department and fixing student computers at Information Technology Services. I loved my time working with both of these places and cannot wait to continue research at George Mason. After completing an internship at Delphi Thermal and Interior my senior year, I have acquired an interest in researching occupational stress and psychological contracts. Outside of school I love doing things outdoors (my secret hobby is ATVing), especially getting in a good game of tennis. I also love traveling and cannot wait to be a tourist around DC!

**Chad Peddie**

I am a native Northern Virginian, I was born and raised in Arlington, VA and now live in Alexandria about 10 minutes from the house I grew up in. My undergraduate studies were completed at George Mason University (I really love this school) in the spring of 2005. I did wait a year from graduating to apply to programs mainly to be prepared for the application process. As an undergraduate I was a member of Psi Chi and a student affiliate of APA, SIOP and AOM. My main research interests include occupational health psychology, workplace diversity issues and leadership. I really love animals and wildlife and am lucky to do a little volunteer work with Lost Dog Rescue Foundation. This is a truly great organization based out of Summer Duck, VA that helps homeless dogs and cats all around the Northern Virginia area. I also really love the theatre and was fortunate enough to participate in a theatre study abroad in London. London is a wonderful city and I would like to live there someday. In my free time I enjoy reading liberal political humor books, Al Franken and Michael Moore are the best.

**Xiaoxiao Hu**

My name is Xiaoxiao Hu and I am from Beijing, China. I attended Peking University (Beijing University) for undergrad. While at Peking University, I participated in several research projects and my research interests include measurement issues, personality and individual differences. I am also enthusiastic about cross-cultural studies in IO psychology. I love to make new friends. In my free time, I enjoy surfing the Internet, playing PC games, watching TV series and movies, and hanging out with friends. I like to experience new things, so I love traveling very much. I have been to France and Switzerland. The beautiful scenes there impressed me a lot. In addition, I traveled to many interesting places in China. I love little babies and small animals and I am already an aunt of two baby girls!

(Continued from page 3)

**3. Flirt but avoid the flame.**

When flirting with a research project, be honest with yourself about the extent to which your work style is compatible with those involved. It is far better to say “no” up-front than it is to damage a relationship over a research project.

Get to know the people you might be working with. Determine the order of authorship up-front and decide on the level of effort expected for each authorship position.

Ask others what it was like to work with your potential research partners. Questions you might ask are: Is the person easy to work with? Is the person responsive to emails? Does the person’s level of effort correspond to his or her authorship position on the paper? Does the person do quality work? Does the person deliver on his or her promises?

Beware that some people think that flirting equals marriage. You might like a research idea but decide not to pursue it with that particular person. Unfortunately, that person might feel entitled to being on the project with you for the rest of your life.
My experience at FCG has been extremely valuable because of the opportunity to work for a firm that has found its niche in the Industrial Psychology field with their specialization in public safety and their range of services they provide. Within the realm of helping our mostly federal, state, and local government clients, a typical week at FCG can vary immensely. In one week’s time I may be assisting with the implementation of an assessment center, writing multiple choice questions for the first hurdle of a promotional exam, meeting with a client, or working on the supervisory training course. I have also had the opportunity to work and interact with clients regularly. This has been one of the most beneficial experiences in that client relations are central in the applied world. Interning has helped me become well acquainted with the applied “I” world and taught me countless skills beyond what can be learned in the classroom.

Taking a trip over to the “O” side of the field, HumanR is a small external consulting company located in Herndon, VA. HumanR provides organizational development services to both corporations and government agencies. The main services offered come in the form of 360 degree feedback programs, employee surveys, and a variety of training programs. However there are a multitude of other services provided that are tailored for each client. In the time I have spent at this internship, I have had the opportunity to play a central role in the employee survey process, from initial development and implementation, through the data collection and analysis, and finally to the presentation of results and recommendations based on each client’s specific needs. Additionally, because new clients and new projects are invariably knocking on our door, my responsibilities vary a great deal. On a typical day I may be working with multiple projects and clients, doing anything from data analysis to collaborating with SMEs on company career paths. While my day-to-day job tasks are fluid, I do have many ongoing projects on my desk, the bulk of which are quarterly exit review reports for various clients.

In the past months I was involved in an ongoing Federal Contractor Initiative put forth to assess the attitudes of employees from a large number of Federal Contractors located within the DC Metropolitan area, as well as in other parts of the country. The initiative is centered around developing solutions for employee retention through its focus on employee perspectives and engagement. While HumanR is a small company, many projects like this are constantly coming up, creating a very large and multifarious client base. Dealing with so many clients and deadlines has taught me lessons that I will take with me to wherever I may find myself in the applied field.

cation and Organizational Commitment, and 2) how reciprocity or a person’s exchange ideology factors into the development of both variables. Further, the Buffardi lab plans to continue investigating the lasting effects of the famed “Final Four Fever” on employees’ perceived organizational support and affective organizational commitment; naturally this takes on more of a longitudinal perspective.

Dr. Cortina’s Lab: Carrying on the tradition established in years past, Cortina Lab (comprised of Katie Elder, Luke Brooks-Shesler, Joe Luchman, Jordan Robbins, Luke Viera, Vivek Khare, Tine Köhler and Lisa Gulick) will be primarily focusing on facilitating discussion of current IO articles of interest. As is customary, a student member of the lab picks out an article and it is then digested by the group with an eye toward the theoretical, methodological and practical contributions to the literature that the work provides. Identification of “why this got published”, “what the author(s) said” and “is it the same thing that was found” are common topics of discussion. While there is generally no lab-specific research that’s discussed, students are encouraged to discuss their on-going projects or project-related ideas.

“Z” (Zaccaro) Lab: Our “Z” lab (with a full contingent including Zack Horn, Cory Adis, Gabrielle Wood, Katy Ryan, Johnathan Nelson, Brian Wiggins, Liz Conjar, Chris Midberry, Jeff Herman, Meredith Cracraft, Krista Langkamer, Vivek Khare, Katherine Ely) continues its investigation of training adaptability skills via the legendary “sim city” study and an excursion to Fort Benning in Georgia. This research aims to examine and develop ways of promoting “cognitive frame-switching” (a term you’ll hear thrown around often in Z-lab). Other projects include a study via Booz Allen studying the impact of developmental experiences on cultural frame-switching as well as a new project being conducted through Aiptma called “team-builder” taking a social networking approach to, building teams. Further, several dissertations are forthcoming in the Z-lab (and from what I hear, a good deal of content coding as result); hence, Z-lab is quite abuzz.

Tetrick Lab: SIOP Executive status does not stop Dr. Tetrick from continued pursuit of her pet lines of research. Line number #1 is Occupational Health Psychology research for which the Tetrick Lab (with Katy Ryan, Mike Ford, Jeff Herman, Whitney Botsford, Tiffany Bludeau, Beth Heninen, Liz Conjar, Laura Poms, Chad Peddie and Alicia Stachowski attending) is planning on starting off the year with several investigations of the Work-Family interface in the investigation of Women’s career advancement in the field of neuropsychology, intergenerational issues/maternal support in work-family interface as well as a cross-cultural study gauging stress and coping with work-family conflict. They are also conducting a study using social comparison to explain the genesis of anxiety and self-efficacy beliefs. Research Line #2 pertains to the Employment Relationship (being moved forward by Joe Luchman, Richard Hermida, Luke Brooks-Shesler and Doug Haynes) for which there is one major ongoing study investigating the influence of information seeking and locus of control in the establishment of psychological contract congruence which should lead to fewer instances of perceived breach. This study is being conducted via a mass emailing to other graduate programs. This portion of the lab has also been continuing work on the establishment of the psychometric properties of a reciprocity scale (no small task, as the author of this article well knows).
**King Lab:** Dr. King’s research group (which includes Kathy Stewart, Kim Hylton, Katy Ryan, Whitney Botsford, Cory Adis, Ryan Hargraves, and Lisa Gulick) plans to continue to work on projects related to gender, ethnic, and sexual orientation diversity in organizations. At a more proximal level, Eden’s group plans to finish up data collection on our current projects (dealing with consequences of benevolent sexism and the conditions under which in-group denigration emerges), and they hope to begin new studies that deal more directly with the question of what individuals and organizations can do to improve the experiences of diverse workers. Eden is also always happy to meet with students about new ideas on topics related to diversity – you might find her in David King Hall or can contact her via email at eking6@gmu.edu!

**“Kap-Lab” (Kaplan) Lab:** Dr. Kaplan’s lab (complemented with Alicia Stachowski, Doug Haynes, Vivek Khare, Joe Luchman, Lindsay Hawkins, Jordan Robbins and Jim Kurtessis) is kicking off several lab-based and field-based studies. First, much of the lab’s work focuses on the factors influencing individuals’ appraisals and emotional experiences at work and on the role of those experiences in performance and well-being. For instance, they currently are conducting a lab study using computer simulations to examine how state and trait affect individuals’ task approaches. In addition, they are investigating the degree to which people accurately can predict their emotional experiences while at work. The other primary area on which the lab is working concerns individuals’ appraisals and perceptions of workplace threats or errors; at present, they’re validating a measure of workplace “threat performance” and are examining the contextual and individual difference variables predictive of such performance.

**New Faculty Research:**

**Dalal:** For his first year in the fine city of Fairfax, VA, Dr. Dalal is planning on moving forward with projects related to organizational citizenship behavior and counterproductive work behavior (and indeed performance in general) as predicted/influenced by affective states, individual differences and job attitudes. Secondarily, Dr. Dalal is advancing a line of research that takes a JDM (that is, Judgment and Decision Making) view at the process of both taking advice from others as well as providing advice to others. Clearly, new faculty members need new students and collaborators. If your interest has been piqued, amble yourself to Reeshad’s meetings and see if you find there is some P-RG (research group) fit.

**Student Research Groups:**

**Global Group:** The Global Group enters its third year this fall as a student-led research team working on multinational organizational issues. This year the group is continuing research on cosmopolitanism developed in conjunction with Petra Reifler and branching into new directions as well. Central areas of focus are the nature of global identity, cross-cultural competence and cultural values. The group has begun to forge connections with student-led groups at other universities, and is targeting international employee populations for the next international research project. Members also share research conducted outside the group on global leadership development, expatriation, repatriation and multinational, distributed teams. Master’s and Doctoral students are encouraged to drop by and share their perspectives and interests, and benefit from the cross-cultural knowledge center that our Global Group has become.

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**On the Social Side**

By Jim Kurtessis

The summer months have provided students with some social opportunities and time for relaxation when not enjoying summer jobs and internships. From informal get-togethers to the mid-summer happy hour celebrating the folks who completed comps, students have had the opportunity to socialize and keep in touch. The upcoming fall semester should provide no deficit of entertainment as we prepare to greet new students and catch up with others who are returning for another fun year.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Orientation Happy Hour for New and Returning Students</td>
<td>August 24th</td>
<td>3:00 PM</td>
<td>Dunn Loring Park in Vienna, VA</td>
</tr>
<tr>
<td>IO-HFAC Picnic</td>
<td>August 25th</td>
<td>4:00 PM</td>
<td>Dunn Loring Park in Vienna, VA</td>
</tr>
<tr>
<td>First Day of Classes</td>
<td>August 27</td>
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<tr>
<td>Mentor-Mentee Dinner</td>
<td>August 28th</td>
<td>7:00 PM</td>
<td>Conjar/Hawkins Abode</td>
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<tr>
<td>Happy Hour</td>
<td>September 7th</td>
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<td>TBA</td>
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<tr>
<td>Last Day to Add/Drop Classes</td>
<td>September 11th</td>
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<tr>
<td>Washington Nationals Baseball Game</td>
<td>September 22nd</td>
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**TOP:** (Left to Right) Lindsay Hawkins, Liz Conjar, Kim Hylton, Zach Horn, and Ryan Hargraves at a Happy Hour in Washington, D.C. **BOTTOM:** GMU Students in New York for SIOP.
ION Newsletter

The ION newsletter is published by graduate students of George Mason University’s Industrial/Organizational Psychology program. This newsletter is intended to serve as an impartial forum for information pertinent to the students and faculty of the program, as well as the general IO community. We would like to thank the previous ION editors, Dr. Marisa Diana-Russo, Dr. Stephanie Payne, Dr. Lisa Boyce, Nikki Dudley, Mike Ingerick, W. Benjamin Porr, Deirdre Lozzi, Tiffany Bludau, Marissa Shuffler, Jordan Robbins, C. Brooke Orr, 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.

Contributors
Cory Adis
Tiffany Bludau
Luke Brooks-Shesler
Johnathan J. Bryson
Beth Heinen
Richard Hermida
Dr. Seth Kaplan
Jim Kurtessis
Joe Luchman
Marni Mankuta
John Nelson
Kristin Olson
Kathy Stewart

Past Editor
C. Brooke Orr
Jayme Pittsonberger

Present Editors
Elizabeth Conjar
Richard Hermida

Faculty Advisor
Dr. Seth Kaplan

GMU IO Program

The Industrial/Organizational Psychology Program at George Mason University is housed in the Psychology Department. The department itself is a part of the College of Humanities and Social Sciences, Jack Censor, Dean. For further information on the IO Program, please contact Dr. Lois Tetrick at ltetrick@gmu.edu or the graduate secretary at psycgrad@gmu.edu. Please also visit our web site at: http://www.gmu.edu/org/iopsa

IO 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.