

MSU Organizational Psychology Alumni Newsletter

Spring 2020

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Spotlight: Steve Kozlowski

We caught up with Steve and asked him to reflect on his time at MSU and preview his future plans (p. 2-3).

Spotlight: 5th Year Students

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Project WEAVE

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Blast from the Past

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OP students at an MSU tailgate last fall. From Left to Right: Danni Gardner (4th yr), Nathan Brucher (3rd yr), Sergio Marquez (3rd yr)

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Interview with Alyssa Westring

Hear alum Alyssa Westring discuss her new book, *Parents Who Lead: The Leadership Approach You Need to Parent with Purpose, Fuel Your Career, and Create a Richer Life* (p. 11).

SIOP Presentations

SIOP 2020 might have been cancelled, but check out p. 12-15 to see what presentations our students had in store!

Interview with Steve Kozlowski

Dr. Steve Kozlowski came to MSU in 1982 and over the years has mentored, taught, and conducted research with many of our alums. This fall Steve will become emeritus professor at MSU and will take on a new professor gig at the University of South Florida. In this issue, we ask Steve to reflect on his time at MSU and his plans for the future.



Tell us about some of your earliest memories of working at MSU. What was it like back in 1982 when you arrived?

I was a helluva a lot younger and I was not much older than the graduate students. We were crammed in half of the basement of Baker Hall. In those years it was this crucible of creativity, fun, and family.

Over the years, you have been incredibly successful in publishing in a variety of research areas, including levels of analysis, team development, adaptive learning, and more. A consistent theme in your work has been to view things as complex, multi-level and dynamic, while much research in our field is more reductionist, single-level, and temporally static. What initially led you to this way of thinking and what has sustained it for you?

I don't think I was the typical IO student. I dropped out of college in my 3rd year. I didn't know what I want to do, I was taking psychology courses and it wasn't working for me. So I dropped out, worked mundane jobs, travelled, and I grew up. I moved from being a complete introvert ... it transformed me. When I returned to the University of Rhode Island, I took a grad stat course and heard about industrial psychology. I also took an OB course; the book was about organizations as systems and it really resonated with my experiences. I graduated from college off cycle and worked as an insurance claims rep for the time in between college and graduate school at Penn State. This was where I learned a lot about organizations, such as the difference between formal and informal socialization, which later fed into my later research. When I got to grad school, I was looking for the 'organizations as systems' science, but the research was all about individuals and all correlational. I was at a conference (probably 2nd year) and happened to see a book by Roberts, Hulin, and Rousseau called, *Developing an Interdisciplinary Science of Organizations*. I bought it, read it, and knew I want to do **this**. That book didn't have answers, but it was the point of entry. The happenstance was I had inspiration from the book and at the same time Dan Brass, who was interested in multilevel-ish kinds of things, was hired at the business school. Through a project with Jim Farr on a climate instrument we had access to multilevel data. It was the right set of conditions and I took them.

I wrote two dissertation proposals. The first took 6 months to write and was very uninspiring; it was a topic that was "hot" at the time. I was ready to defend it, but I was having misgivings. I had this epiphany that I had to do something better. I rethought how to capitalize on the climate research, sat down, and wrote the new dissertation proposal in record time; one month. I learned multi-level state-of-the-art at the time; late 70s-early 80s. I connected with people because of that dissertation. When I later tried to publish, it was rejected by some of the finest journals in the field, but eventually I did get I published. I persisted in the face of adversity which is one of my strengths.

Afterward, I worked with Katherine Klein on the multilevel book – and that was transformative. It was a good idea – it was at the right time. It enabled me to connect with big names. I am fortunate I found IO, but you also have to take the intellectual risk when you see opportunity. I was rewarded for taking risks on new ideas.

Being at MSU – we have incredibly bright grad students that are well trained. I couldn't do what I have been able to accomplish somewhere else without the capacity to capitalize on the collective knowledge we have here. That has been extraordinarily rewarding.

MSU has been about thinking differently. It has been a supportive environment for taking intellectual risks.

(Continued on p. 3)

Interview with Steve Kozlowski (cont.)

One hallmark of your research is that you have been prescient with regard to where the world of work is going, whether it be your early focus on teams, your work on adaptive learning and technology, and other topics. What's your prognostication for where we should be focusing our research and practice attention now? What are the next big topics that organizational psychologists should be addressing?

The next thing is not just big data. Our theories are about processes, but we don't actually research processes; we study static constructs. The field studies construct to construct relationships. The models and analyses can be very complicated, but it's all about relations rather than processes per se. In our computational modeling team (Mike Braun, Georgia Chao, James Grand, and Goran Kuljanin) – we call it “factor vs actor thinking.” If you think about the actor: what happened, and then what, and then what – you begin to focus on the unfolding process. It is not about “what's the construct?” It is about what actions took place. To understand behavioral processes, we need to understand action or event sequences. This is the value of computational theory and modelling. Process-oriented theories give us the precision to know where the lever is – where to apply an intervention - to change the unfolding process and outcomes.

You've been able to accomplish many things in our field – editing JAP, leading as president of SIOP, receiving the SIOP scientific contributions award, etc... -- what are your goals and dreams for the next act as you make this career transition?

Multilevel Theory 2.0 is the next thing, focusing on process-oriented theory and comp modelling. The other is policy – we should be like economists; we should be advising on policy. Part of my next act is creating interest among IOs in influencing policy and being visible. For example, in the current pandemic, the Starbucks CEO told employees that they are guaranteed one month pay whether they work or not. This is a people-oriented strategy that is also makes good economic sense because you can reopen stores faster than if you layoff everyone. It is a good example of how IO thinking could be influential. That is what I'm doing with SIOP and APA – trying to influence. Policy is hard; I am learning as I go.

Any final thoughts you would like to share with our alumni base?

I am a better scientist because I ended up at MSU. Initially, when we were looking for jobs, I thought I would be in a business school and Georgia would be in psych – it happened the other way around. I have to wonder how different things would have been. MSU made me a really good psychologist and able to influence IO psychology. It made a difference. My advice is you need to create and recognize opportunities – if you grab enough of them you can be successful.

***Congratulations, Steve!
Thank you for the time you
have spent at MSU as a
teacher, mentor, and
colleague.***



Steve in his office in Baker Hall (2003)



Steve in his new office in the Psychology Building.



Faculty photo (2001)

*From left to right, top row: Dan Ilgen, Linda Jackson, Kevin Ford, Fred Oswald, Neal Schmitt
From left to right, bottom row: Steve Kozlowski, Ann Marie Ryan, Rick Deshon*

Spotlight: 5th Year Students

As they finish their dissertations and wrap up their time here at MSU, let's check in with our fifth-year students.

Jacob Bradburn

Dissertation Topic: Most research into vocational interests focuses on interests at the trait level, and neglects any within-person variability that may exist for vocational interests.

My dissertation looks at state vocational interests to assess if they do vary day-to-day, if people differ in the degree to which they vary, if this variability is useful in predicting daily outcomes, and what may cause this change in state interests day-to-day.

What would be your dream career if you weren't an I/O psychologist?: I think it would be pretty fun to be a professional chef. I really enjoy cooking, and I think it would be great seeing people enjoy the food you cook.

Favorite Grad School Memory: The SIOP conferences are probably my favorite memories from grad school. From squeezing six people in a hotel room, to road tripping to Maryland, blasting 90's hits in the morning, and late nights at receptions they were always a great time.

What's Next: I started as a People Scientist in Talent Analytics at Ford Motor Company in March, and I look forward to defending my dissertation in April!



Spotlight: 5th Year Students (cont.)

Courtney Bryant

Dissertation Title: The Intrapersonal Impact of Daily Identity Management

Description: Identity management research has given insight into how minorities with stigmatized identities navigate the workplace using strategies to avoid, lessen, or prevent interpersonal discrimination. However, much less research has centered on how racial minorities experience identity management and its short-term consequences. Using an experience sampling study of Black professionals, I explore how individual differences in identity composition (i.e. identity conflict and integration) and situational characteristics (i.e. frequency and duration of identity management) affect employee feelings of authenticity, well-being, and burnout on a daily basis.

Favorite Grad School Memory: I enjoyed the moments when the whole program was together for social events. My favorite is probably one of the holiday potlucks where we had a fierce ugly sweater competition and hilarious white elephant gift exchange.

What's Next: I joined the Global Diversity & Inclusion Office at Ford Motor Company in October so next is finishing my dissertation so that I can work full time as a Diversity & Inclusion Associate.



Spotlight: 5th Year Students (cont.)

Mike Morrison

Dissertation Topic: Within-person Flux in Construal Level and its Implications for Performance in Detail-Oriented and Creative Tasks. Basically, I'm interested in discovering differences in people who think very abstractly, and people who tend to be more concrete and detail-oriented.

What would be your dream career if you weren't an IO psychologist?: This IS my dream career! I was once a burned-out software developer, dreaming of being a psychologist. Now I (*almost*) have my dream, and I don't want anything else. But I probably would have been at least content as a UX designer at a nonprofit.

Favorite Grad School Memory: Besides all the great people I got to meet? Probably working in Sny-Phi for hours on end supported by unlimited food and cookies.

What's Next: I've started working for a science translation startup, which isn't technically an IO psych position, but I get to use all the skills I developed during grad school and during my former life as a software developer to help consolidate scientific research from lots of fields around big social problems like healthcare and political polarization....and then try to make it all enjoyable to consume. I'm hoping to continue working here, finish my PhD, and also publish a few more YouTube cartoons on science translation topics.



Spotlight: 5th Year Students (cont.)

Jeffrey Olenick

Dissertation Title: Still Learning: Introducing the Learning Transfer Model, a Formal Model of Transfer

Description: Although we have amassed an incredible amount of information regarding the design and delivery of training programs over the last 100 years, we have largely ignored the process of how transfer of that training occurs back on the job. Instead, transfer is usually treated as a cross-sectional outcome. I introduce a theory describing a combined learning and decision-making process for individuals and work groups, and investigate how that model unfolds over time in a computational model. Results of this model suggest it is a good first step in developing an explanatory process of transfer and the potential for novel insights into training and transfer effects.

Favorite MSU memory: Having been here in one way or another almost 12 years, there are too many to choose from. I met my wife here in undergrad which I will never forget; worked on campus for years making many friends and gaining the skills that made me who I am today; and experienced some of the greatest moments in MSU sports history through the height of our football program, such as holding UM to -37 rushing yards one year, and making the College Football Playoffs....all are memories that will stay with me forever.

What would be your dream career if you weren't an IO psychologist?: Major League Baseball starting pitcher. They get paid millions of dollars to pitch every 5 days and otherwise get to watch a game for a living. What could be better than that?

What's Next: I will be starting a position as an Assistant Professor of Industrial-Organizational Psychology at Old Dominion University in Fall 2020.



Spotlight: 5th Year Students (cont.)

Ross Walker

Dissertation Topic: Fitting people to occupations is a classic challenge in I/O and vocational psychology. Person-environment fit research has typically focused on one type of fit at a time. My dissertation integrates three key individual differences (i.e., cognitive ability, personality, and vocational interests) to examine the relative importance of fit on each in predicting future job satisfaction.

Favorite Grad School Memory: I'm grateful to have been in such an intellectually stimulating environment. I've also enjoyed exploring different parts of Michigan in the summer months.

What's Next: I'm going on the applied job market soon, and I'll be looking for roles that focus on analytics/data science.



Project WEAVE: Preparing the Future Workforce for the Era of Automated Vehicles

Faculty members Daisy Chang and Kevin Ford are members of an interdisciplinary team at MSU that was recently awarded a large-scale grant from the National Science Foundation! This team also includes faculty from the Departments of Media and Information, Geography, Environment, and Spatial Sciences, and Electrical and Computer Engineering. Together, this team is working to understand: (a) the organizational factors that inform autonomous vehicle (AV) adoption decisions, (b) how driving jobs will change in response to AVs, (c) how willing and able drivers are to adapt to the changing nature of driving jobs, and (d) the downstream impacts on drivers (e.g., employment trends and income inequality) in the transportation industry, organizations, and society. We asked Daisy some questions to learn more about Project WEAVE:

What are you currently working on for the project?

Daisy: We are currently working on a couple aspects related to the project. First, we are working on a skill mapping using the current O*NET data.

Basically, we look at the skills required for the focal driving jobs, including the taxi drivers and long-haul heavy truckers, using the O*NET information, and then search for other jobs that require similar skillsets as these driving jobs. For these additional occupations that share critical skills, we then identify the similarities and differences regarding the other work- and worker-related requirements. This allows us to create a decision map that branches out from the focal driving jobs to the possible occupations that drivers may transition into, based on critical information such as career interests, additional training needed, potential earning, and labor market forecast.

Second, we are drafting questions for our focus groups that will collect data from the top management, mid-level supervisors, and frontline drivers to gauge their awareness of AV. We will gather information about the management's perceived risk and benefits associated with the organizational adoption of AV. We will also assess supervisor and driver readiness for AV adoption, and their perceived opportunities and threats associated with AV for their jobs.

What are you most excited about for this project?

Daisy: I'm excited about the project because it focuses on the adoption of a new technology, and we are taking a multilevel, system perspective to understand the various stakeholders' reactions to this new technology. I also am excited about the project because I'm working with a diverse group of researchers, including a sociologist, a geographer, an economist, and engineers. It's always a lot of fun to work with people from different backgrounds. Even though the project has just started, I feel that I have learned quite a bit about different topic areas and working styles already from my collaborators.

The WEAVE team will be recruiting participants from driving industries for focus groups (to occur in different areas throughout Michigan) and surveys. Although current efforts to assemble focus groups are on hold due to COVID-19, if you know of, or are affiliated with any organizations that might want to participate, we'd love to hear from you! You can email Daisy Chang at cchang@msu.edu



Blast from the Past – Interview with Peter Scontrino ('71)

In this reoccurring piece, we interview past alumni from MSU's Organizational Psychology program with a handful of rapid-fire questions. This edition features an established alum with a strong history in consulting, Dr. Peter Scontrino, '71. He describes his career path after leaving MSU and offers advice for both students and young alumni.

Dr. Scontrino completed his PhD in 1971 after which he served a brief stint in the army before teaching for two years at Seattle University. Realizing he wasn't satisfied with teaching, he started cold calling companies and writing a book on Performance Management—which led to the formation of his own consulting company, Scontrino-Powell. He has since been consulting with organizations full-time across the globe for 45 years while teaching part time at Seattle Pacific University for the past 10. In his spare time, he enjoys piloting his private helicopter.



Dr. Peter Scontrino ('71)

What advice do you have for recent MSU alumni that you wish you had known earlier in your career?

Dr. Scontrino: "I didn't have a good sense of what consulting was. I wasn't aware of the sales and marketing work it would take to start a company. This is not an issue if you go into academia." He also emphasized the importance of knowing how to write a simple business proposal which is 1-2 pages long, addresses the objectives of what you're going to do, the tasks involved, the timeframe, and the costs. The writing is straightforward and necessary for every consulting project.

What is one piece of advice you have for students?

Dr. Scontrino: Take some courses in business. Spend time looking at Harvard Business Review. Clients don't read JAP. Join SHRM and Rotary International to build important work-related relationships.

What was your most important experience for growth and development?

Dr. Scontrino: My first big consulting project with Weyerhaeuser exposed me to business through HR and IO. The experience allowed me to do everything from designing and validating the selection system to performance management.

Where do you see IO psychology as a field today?

Dr. Scontrino: SIOP needs to do a better job branding us as "work psychologists." People need to be able to quickly and easily understand what it is that we do.

If you are interested in being featured in future Blast From the Past articles, please contact Dr. Ann Marie Ryan at ryanam@msu.edu.

Alumni Interview – Alyssa Westring ('07)

Dr. Alyssa Westring ('07) is currently an associate professor of management at DePaul University's Driehaus College of Business. She and Dr. Stewart Friedman co-authored a book on parenting and leadership that was published by Harvard Business Press in March 2020.

In a nutshell, what is the book about?

Our book is designed to show working parents how embracing the science of leadership can help them become more effective in all parts of life. Being a parent who leads means thinking and acting like a leader, both in terms of how you raise your children and how you live your life. We have decades of research about what makes great leaders – this is about working parents putting it into practice. It is a self-help book for working parents, with a leadership lens.



How did you end up writing this book blending parenting and leadership? Who is your co-author?

When I was at MSU I was frustrated with the idea that my work would never reach the hands of people that need it. I wanted to study work-life balance and use my research to really help people. In my third year, I searched online for people who were doing research but also developing workshops and tools to be used in organizations. I came across Stew Friedman at the Wharton School of the University of Pennsylvania.

I reached out to him and asked, “Can I come do research with you”? We got a small grant from Wharton and I went to Penn for the summer to do research on leadership development with him.

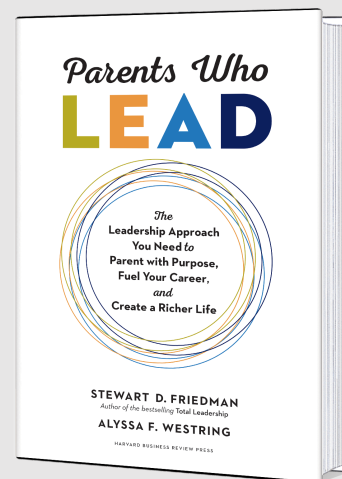
That partnership with Stew has kept going for 15 years. When Harvard Business Review reached out to Stew to write a book for working parents, he brought me on board. The book has taken 3 years to write.

For this book, how did you like writing in a “different voice”?

It was hard in the beginning to let go of my “scientist” voice. I wanted to qualify everything. I wanted to say, “recent meta-analyses suggest this...” and “with only correlational data”. I had to get more comfortable speaking definitively, in a bold tone. We did include references and end notes. There are also personal stories about my own life in the book. I wanted to include them because they are important to the book, but it was a little weird to bring myself into the story.

What is a high-level view of the process involved in creating and publishing a book for popular press?

In our case the publisher came to Stew with a broad idea, but typically the process would start with a book proposal that the author writes and then shops to publishers with the help of a book agent. If a publisher is interested, they would work with the author to refine the proposal and create a contract that included information about advances, royalties and timelines. Then, the author writes the book with an established deadline. There are multiple rounds of revisions with the publisher. Finally, the book is published.



What are some pieces of advice you have for anyone thinking about starting such a process?

Just start small with a popular press piece (e.g., a LinkedIn post). Those do not have as many barriers as publishing a book. Start by writing to the people you want to reach. Ask yourself, “How does your academic research make their lives better?” I have also participated in The OpEd Project which teaches faculty how to write for the popular press with the aim of boosting underrepresented voices. That gave me a lot of confidence.

Last question! What is one tip that you would give to working parents that you talk about in the book?

Articulating your values really clearly, then talking with people in all parts of your life about them, is a really important first step. You should talk to everyone—your spouse, kids, boss, and coworkers. It’s important for people to get to know you and what you care about. This will build a community of support and allow greater integration of work and life.

SIOP Presentations

Although SIOP 2020 was cancelled, we wish to acknowledge and recognize the great work that MSU students and faculty put into their SIOP presentations. Join us in celebrating the awesome research --- housed across several panel sessions, symposia, and other forums --- that SIOP missed this year! (current MSU faculty and students are bolded)

The Rise of the Machines: How Machine Learning is Changing Organizations and Research

Given the growing popularity of machine learning (ML), this symposium presents five papers that discuss the use and interpretation of ML for various aspects of organizational research and practice. The implications of ML will be discussed in the context of predicting work outcomes, reading text-based survey responses, clustering jobs, and reviewing the literature.

Presenters: **Christopher D. Nye**, Leo Alexander, III, Elena Auer, Eric D. Bookmyer, Anthony S. Boyce, **Jacob C. Bradburn**, Lily Dunk, Fabian Elizondo, Robert L. Gray, Feng Guo, Richard N. Landers, Nicholas R. Martin, Evan Mulfinger, Fred Oswald, Dan J. Putka, **Ann Marie Ryan**, William Shepherd, Khue Tran, **Ross Walker**, Michael J. Zickar

So You Want to Hire a Data Scientist?: Advice, Recommendations, and Insights

Demand for Data Scientists has skyrocketed and in the last 5 years we have seen an estimated 344% increase in Data Science jobs. However, with demand rapidly growing, hiring for such technical roles is wrought with challenges. Thus, leading experts will discuss challenges, as well as share insights and advice on topics such as sourcing, assessing, and career pathing for Data Science roles.

Presenters: Ketaki Sodhi, **Jacob C. Bradburn**, Christina Norris-Watts, Tina Burke, Nick C. Koenig, Lara Montefiori, Mark M Williams

The Ins and Outs of I/O Internships: IGNITE and Panel Session Combo

Five young professionals and students in I/O will share their insights and advice on how to find and maximize an I/O internship. The speakers will draw on their knowledge and experience from their own I/O-focused internship. After four IGNITE presentations (20 slides each advancing every 15 seconds), panelists will answer audience questions in an open forum panel discussion.

Presenters: Daniel Bashore, **Jacob C. Bradburn**, Cheyna Brower, Abbie N. Caudill, Patrick Josh

Burden of Stigma & Identity management: Impact on Police Officers' Outcomes

Given the recent professional stigmatization of police officers, we present findings on how the identity management strategies used relate differentially to work outcomes of emotional exhaustion, job satisfaction, turnover desire, psychosomatic health indices, and work interference with family. Implications are discussed.

Presenters: Deepshikha Chatterjee, **Jacob C. Bradburn**, Michael Davis, **Ann Marie Ryan**

Double Jeopardy? Gender Safety Cues and Asian American and White Women

Gender safety cue effects (feelings of belonging, procedural justice, attraction to organization) were examined in White and Asian American women. No differences between groups were found, failing to support the double jeopardy hypothesis. Further, it was expected that perceived SDO of the organization would mediate effects but this was not supported; however, authenticity served as a mediator.

Presenters: **Caitlin Q. Briggs**, **Ann Marie Ryan**

Leveling Up: The Effects of Branding on Gamified Assessments

We utilized a 2x2 experimental design to examine the effects of branding during a gamified assessment. Specifically, we examined if branding was related to differences in applicant's views of organizational attractiveness and organizational personality. Findings indicated a significant relationship between branding during gamified assessments and style ($\hat{\gamma} = .64, p = .02$).

Presenters: Philip S. DeOrtentiis, **Zachary W. Woessner**, **Ann Marie Ryan**, **Nathan Thomas Brucher**, **Christopher D. Nye**, Rabindra Ratan, **Sarah Kuang**, Sarena Bhatia, Nicholas R. Martin, Alina Siemsen, Richard Justenhoven, Tara K. McClure, Manuel F. Gonzalez

Hear it from the Experts: How to Successfully Apply for Graduate Fellowships

This session provides attendees with information about applying for various external graduate fellowships, including the NSF GRFP, SIOP Joyce-Thayer, and Eisenhower fellowships. A panel of experts consisting of fellowship recipients and experienced fellowship reviewers will offer recommendations and interactively assist audience members in curating their unique application selling points.

Presenters: Amber N. Schroeder, Traci Bricka, **Courtney M. Bryant**, **Chu-Hsiang (Daisy) Chang**, Alissa D. Parr, Denise L. Reyes, Gwendolyn Paige Watson

SIOP Presentations

Does It Matter Who Is Harassed? Third-party Anger/Reactions to Workplace Harassment

We tested if observers felt angry, how they reacted, and if moral identity (MI) moderated that relationship when targets of harassment varied. In Study 1, observers explained sexual harasser intent more lightly than in sexual orientation/religious harassment cases. In Study 2, people reacted more strongly to a sexual harassment case than worker mistreatment. High MI predicted stronger responses.

Presenters: *Hannah-Hanh D. Nguyen, Sonia Ghumman, Courtney M. Bryant, Ann Marie Ryan*

How Do Organizational Cues Influence Applicant Perceptions: Identity Safety or Fit?

We examined two potential mechanisms through which organizational identity cues influence minority applicant perceptions: identity safety and person organization fit. Findings indicated that mindset predicted both mechanisms and identity centrality moderated this relationship. Organizational trust and attractiveness mediated the relationship between both mechanisms and willingness to apply

Presenters: *Justin Bryan DUBY, Lauren A. Collier-Spruel, Danielle D. King, Ann Marie Ryan*

Vocational interests at work: New directions

This symposium brings together four presentations that extend our understanding of the role and meaning of interests in work and career contexts. These contributions provide new evidence concerning the predictive validity of interests for work and career outcomes, and also illustrate advanced methods to analyze complex patterns of relationships between interests and other individual differences.

Presenters: *Bart Wille, Daniel Briley, Chu Chu, Lauren A. Collier-Spruel, Filip De Fruyt, Brent Donnellan, Sif Einarsdottir, Julian Etzel, Danielle M. Gardner, Alexis Victoria Hanna, Kevin Hoff, Gabriel Nagy, Christopher D. Nye, James Rounds, Rong Su*

Allyship: What Works and What Doesn't

This session presents research toward the integrated understanding of ally effectiveness and ineffectiveness. Using a variety of methods (evaluation of critical incidents, experiments, scale development), the papers in this session aim to understand when, how, and why allies may be successful in supporting underrepresented and stigmatized workers.

Presenters: *Danielle M. Gardner, Isabel Maria Bilotta, Lauren A. Collier-Spruel, Abigail R. Corrington, Eden B. King, Kelly Hamilton, Michelle (Mikki) Hebl, Larry R. Martinez, Ann Marie Ryan, Megan Snoeyink, Nicholas A. Smith, Ellen E. Kossek, Scott Tonidandel, Rachel Trump-Steele*

The Dynamics of Collective Performance

Collective performance and its related processes are inherently dynamic. Currently, exists a need to formally integrate the dynamic features of teams within a cohesive framework. We present such a model and illustrate how it can estimate trajectories in a dynamic fashion, both across psychological constructs and collective units (i.e., individuals and teams).

Presenters: *Ajay Somaraju, Christopher Dishop, Daniel Jacob Griffin, Richard P. DeShon*

Adaptability at Work: Cross-Cultural Perspectives

The changing nature of work has always required adaptation among workers. This symposium examines the validity and utility of the construct of adaptability in understanding worker behavior and work outcomes in organizations. It also presents a cross-cultural perspective in examining this question with four studies from the United States, China, France, and Switzerland.

Presenters: *Frederick T. Leong, Anita C. Keller, Marilena Bertolino, Danielle M. Gardner, Christopher D. Nye, Joshua J. Prasad, Antje Schmitt, Ajay Somaraju*

Perceived Fairness of Workplace Accommodation: The Role of Controllability

We examined whether coworkers perceived disability, religion, or caregiving duties in need of accommodation as differentially controllable and fair via an experimental paradigm. We found that disability was perceived as the least controllable reason for accommodation, and that perceived controllability was an important predictor of accommodation fairness perceptions.

Presenters: *Danielle M. Gardner, Ann Marie Ryan*

SIOP Presentations

Why do You Need an Accommodation?: Controllability and Fairness Perceptions

We surveyed managers to examine whether accommodation reasons (i.e. disability, religion, or caregiving duties) are differentially perceived by coworkers as controllable and fair. We found that religion was perceived as most controllable and that controllability is an important mechanism connecting accommodation reason with fairness perceptions and subsequent OCB-I.

Presenters: **Sarah Kuang, Danielle M. Gardner, Ann Marie Ryan**

Are Vocational Interests Susceptible to Faking? An Employee Sample

Faking on a vocational interest measure was investigated using an experimental design. Participants were instructed to 'fake good' and scores were compared to an honest condition. Results show that participants were able to fake interest dimensions and that faking may affect the criterion-validity of the measure. Implications for the use of vocational interest for selection purposes are discussed.

Presenters: **Sergio Miguel Marquez, Danielle M. Gardner, Christopher D. Nye, Serena Wee**

Trapped Together: Teamwork in Isolated, Confined, and Extreme Contexts

This symposium highlights the value of utilizing isolated, confined, and extreme (ICE) environments to understand the complexity of team processes to inform organizational needs, such as helping NASA understand how crew teamwork will manifest in the ICE conditions imposed by a long distance space exploration mission to Mars.

Presenters: **Huiru Yang, Tatem Heather Burns, Katerina Bezrukova, Kim Binsted, Jelena Brcic, Peter Suedfeld, Phyllis Johnson, C. Shawn Burke, Justine Nicole Moavero, Tripp Driskell, James Driskell, Eduardo Salas, Suzanne T. Bell, Chester S. Spell, Jenna Van Fossen, Anthony Misisco, Jeffrey Olenick, Daniel Jacob Griffin, Chu-Hsiang (Daisy) Chang, Steve W. J. Kozlowski**

Narcissism and Response Distortion in Personality Assessment

We examined the effect of narcissism on response distortion for personality reports in a selection context. Results showed that participants roleplaying job applicants reported elevated levels of conscientiousness, agreeableness, and extraversion compared to their baseline. However, those with high narcissism were less likely to alter their personality reports on the basis of the context.

Presenters: **Sarah Kuang, Chu-Hsiang (Daisy) Chang, Russell E. Johnson, Jason D. Way**

Moon 2024: Translating Research to Practice for Upcoming Artemis Lunar Exploration

The United States has committed to NASA landing the first woman and the next man on the Moon by 2024. I/O psychologists and other experts have been focused on preparing future space crews for the exciting missions that will help achieve this goal. In this symposium, presenters will translate their research to practice, making specific recommendations for the upcoming space quest.

Presenters: **Mikayla Marcinkowski, Suzanne T. Bell, Lizandra Alvarado, Brennan Antone, Kaitlan Bryant, Tatem Heather Burns, Dorothy R. Carter, Chu-Hsiang (Daisy) Chang, Noshir Contractor, Leslie A. DeChurch, Reid DeMass, Daniel Jacob Griffin, Steve W. J. Kozlowski, Lauren Blackwell Landon, Anthony Misisco, Akasha Nelson, Jeffrey Olenick, Jensine Paoletti, Taylor Pederson, Jacob Garrett Pendergraft, Peter Roma, Marissa L. Shuffler, Jordan Smith, Jenna Van Fossen, Anna V. Wolf**

Mistreatment in Healthcare Workers: Antecedents, Outcomes, and Interventions

The goal of this symposium is to investigate predictors and outcomes of mistreatment in healthcare workers from patients and coworkers, and to showcase results from an intervention designed to reduce incidents. Within-individual, between-individual, and between-group perspectives are featured to best understand the mistreatment experience, and to offer multiple, future intervention suggestions.

Presenters: **Sergio Miguel Marquez, Chu-Hsiang (Daisy) Chang, Judith Arnetz, Hui Zhang, Zhiqing E. Zhou, Yanjun Liu, Li-Zhang, Sheila Brassel, Emily A. Vargas, Lilia M. Cortina, Isis H. Settles, Tim Johnson, Reshma Jagsi, M.D, D.Phil, Robert R. Sinclair**

Improving Academic Presentations: Tips on Design, Delivery, Environment, and Impact

Scientists have the most powerful ideas in the world, but they struggle to communicate them. This is a tragic shortfall in IO Psychology, where we have a built-in audience of professionals and business leaders eager to learn the insights we discover every day. In this session, five IO psychologists known for their public speaking prowess share processes and tips on giving impactful presentations.

Presenters: **Leslie A. DeChurch, Mike Morrison, Ben Hawkes, Jennifer Weiss, Zachary W. Woessner**

SIOP Presentations

Modern Advances in the Study of Team Composition and Diversity

Approximately 15 years ago, Harrison and Klein (2007) set the stage for advancing the study and conceptualization of team diversity and composition. This symposium displays a variety of advanced, cutting-edge methodological and analytic techniques, including Bayesian methodology, computational modeling, unique data sources, multilevel theory and modeling, and dynamics.

Presenters: **Anthony Misco**, **Steve W. J. Kozlowski**, Sydney Begerowski, Suzanne T. Bell, Katerina Bezrukova, Shanique G. Brown, Georgia T. Chao, Noshir Contractor, Leslie A. DeChurch, Fernandez, Matt Grabowski, Sarah Brolliar, Elizabeth Rosenman, James A. Grand, Georgia LaMarre, Alex P. Lindsey, Mikayla Marcinkowski, Amer Odeh, **Jeffrey Olenick**, Isaac E. Sabat, Chester S. Spell, Melissa Vazquez, Jeremy R. Winget

SIOP Select: WHERE are We Going? Future Directions in Diversity and Inclusion

As work norms and workforces change, our views of diversity and inclusion must adapt. Part One of this session is a lightning round of image-based 'visionary' presentations by experts on inclusion in work design, research and storytelling with data. SIOP President Eden King will set up the transition to Part Two - group activities on the role of I/Os in driving a more inclusive future.

Presenters: Emily G. Solberg, Aarti Shyamsunder, Veronica L. Gilrane, Tatiana M. Arthur, **Mike Morrison**, Kenneth Matos, Jan Leu, Eden B. King.

Translating I/O Psychology Knowledge for the Public in New Media

In this session, you will hear from a panel of I/O psychologists who have dedicated significant time and effort to translating and communicating I/O psychology research to the public. Panelists will share their experiences and challenges communicating through a diverse array of "new media", including websites, podcasts, and social media platforms, and respond to questions from the audience.

Presenters: Jose Antonio Espinoza, Nicholas L. Bremner, Benjamin L. Butina, **Mike Morrison**, Paul Thoresen, Michael Vodiano

Moderation Testing in Organizational Research: Effect Sizes for Testing Interactions

In a series of computer simulations, we introduce a new set of effect sizes, dMod_Signed and dMod_Unsigned, for the estimation and interpretation of continuous moderation effects. We establish guidelines for their interpretation and argue for their improvement in stability and interpretation, as well as their ability to identify meaningful interactions over traditional approaches.

Presenters: **Jeffrey Olenick**, **Christopher D. Nye**

Getting Started with Computational Modeling: Understanding What, When, Why, and How

Computational modeling is a technique capable of generating dynamic theory and conducting virtual experiments to understand organizational dynamics. This session focuses on how to get started using computational models in research. Topics include the purpose of computational modeling, choosing a modeling technique, computer coding, useful resources, and how to begin to model phenomena of interest.

Presenters: Michael T. Braun, James A. Grand, Goran Kuljanin, **Jeffrey Olenick**, Justin M. Weinhardt, Le Zhou

Intraindividual Relationships between Personality, Affect, and Job Satisfaction

This study examined relationships between personality states, affect, affective events, and job satisfaction. We conducted a multilevel analysis of daily reports provided by 89 Swiss nurses. Results indicated that personality states predicted affect on the subsequent day as opposed to the other way around. Results also showed that daily personality states predicted variation in job satisfaction.

Presenters: **Jenna Van Fossen**, **Christopher D. Nye**, Mathias Allemand

Congratulations to all!

News and Announcements

Since our last newsletter, members of the program have enjoyed some notable achievements. To celebrate everyone's successes, these announcements are listed below. Congratulations to all!

Program Achievements

- Anthony Misco, Sergio Marquez, and Daisy Chang received a \$7000 research grant to conduct a job-stress recovery and affect/rumination study.
- Mike Morrison has been named an Arnold and Mable Beckman foundation student scholar for his work with scientific posters.
- Kevin Ford became associate editor at the Journal of Business and Psychology and the *Journal of Business and Psychology*.
- Danni Gardner and Ann Marie Ryan published a study (Danni's M.A. thesis) on the role of perceived self-interest in promoting diversity at work in the *Journal of Applied Psychology*.
- Jacob Bradburn, Ann Marie Ryan, and alum Tony Boyce article on the validity of personality interactions for predicting performance in *Personnel Assessment and Decisions*.
- Ann Marie Ryan and alum Danielle King published a study on social identity management strategies and women in STEM in the *Journal of Occupational and Organizational Psychology*.
- Ann Marie Ryan and Caitlin Briggs published an article on work-life policy and intersectionality in *Equality, Diversity, and Inclusion: An International Journal*.
- Lauren Collier-Spruel had a commentary on motivation in the peer review process published in *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- Danni Gardner and Jo Alanis had a commentary on ally training accepted in *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- Taylor Lauricella, Kevin Ford, and Jenna Van Fossen had a manuscript on leadership and organizational accepted in the *Journal of Applied Behavioral Sciences*.
- Taylor Lauricella, Kevin Ford, and Jenna Van Fossen had a meta-analysis accepted in *Frontiers in Science and Environmental Communication*.
- Jeff Olenick, Anthony Misco, Steve Kozlowski, and Georgia Chao had a paper accepted in *Critical Care Medicine*.
- Jeff Olenick and Kevin Ford had a paper on training and transfer accepted at *European Journal of Work and Organizational Psychology*.
- Ajay Someraju was awarded the Ford Blue Oval Scholarship.
- Ajay Someraju was awarded funding for his thesis through the graduate enhancement research award.
- Danni Gardner received the College of Social Sciences Research Scholars Grant toward her dissertation.
- Danni Gardner received the Joseph L. White Outstanding Student Multicultural Research Award.
- Sergio Marquez accepted a full-time summer internship with HumRRO.
- Lauren Collier-Spruel will be returning to Facebook for a full-time summer internship.
- Caitlin Briggs accepted a full-time summer internship with the U.S. Office of Personnel Management and an internship for the upcoming academic year with Jackson National Life.
- Ann Marie Ryan and Jacob Bradburn had a paper on personality and social desirability across cultures accepted in the *Journal of Applied Psychology*.

Tell us what is new with you for our next issue!

Part of the goal of this newsletter is for alumni to share news with one another. So give us the scoop! Send us a few sentences on your current projects, life and family updates, and personal or professional accomplishments. Additionally, if you have any feedback or future ideas for the newsletter, let us know!

You can reach us at: msuorgpsychcolloquia@gmail.com

