

MSU OP Alumni Newsletter

Spring 2021



Alumni Share Wisdom

We recently welcomed back several program alumni for virtual panel discussions about their careers as academics (p. 2-3) and applied practitioners (p. 4). We also caught up with alum Scott Cohen ('90), who was able to reflect on his time at MSU and more (p. 9).

Looking to the Future

We need your help! Check out page 11 to learn how you can identify I/O trends to help keep our program's curriculum and training up to date. Also read about our new "Future of Work" faculty line for 2022 (p. 11), research being conducted on workforce impacts from autonomous vehicles (p. 9), and Dr. Kevin Ford's Learning and Development class (p. 10).

SIOP Presentations

SIOP 2021 will again be a virtual event, but we would love to connect with our alumni attendees! Check out pages 5-7 for a list of presentations being given by MSU OP students and faculty.

Connect with Us!

Feel free to reach out to us at:

msuorgpsychcolloquia@gmail.com

Join our LinkedIn Group! 'Alumni & Graduate Students of Michigan State Organizational Psychology'

Follow us on Instagram! @MsuOrgPsy



Alumni Panel: Early Career Academics

In early February we were delighted to welcome back three recent MSU OP alumni to our Friday Brownbag colloquium to share their experiences as early career academics. The panelists included Dr. Dia Chatterjee ('18), Dr. Danielle King ('18), and Dr. Josh Prasad ('19). Topics ranged from working during the pandemic to early career challenges, and more.



Dr. Dia Chatterjee: Assistant Professor at Salem State University

Research Interests: Diversity and inclusion, identity management, stigmatization



Dr. Danielle King: Assistant Professor at Rice University

Research Interests: Resilience, overcoming adversity, race in the workplace



Dr. Josh Prasad: Assistant Professor at Colorado State University

Research Interests: Vocational interests, machine learning

How MSU Prepared You for the Job

Panelists reflected on how the education they received while at MSU helped prepare them for their current roles. They agreed that the independence that MSU OP faculty allow students has been helpful as they take on roles as faculty themselves. They also noted Friday brownbags as particularly valuable, as our brownbags not only feature outside speakers but also allow our own students to practice presentations with a friendly audience. Brownbags also offer chances to see and talk with most faculty on a regular basis. The ability to work with multiple faculty in the program, even within the same project, was also mentioned as key in developing skills.

(continued on page 3)

Alumni Panel cont.

Early Career Challenges

Panelists discussed challenges they faced in the role transition from graduate student to faculty. They all noted that they do many of the same things they did as graduate students (e.g., research, writing), but on top of activities such as advising students and other administrative work. Having these other responsibilities has necessitated that they become more efficient with their time.

Additionally, each of the panelists noted that they easily found graduate students who were interested in their research and wanted to join their labs. However, the real challenge is figuring out ways to effectively mentor various students in larger numbers.

Working During COVID-19

Panelists were also asked about their experiences working during the COVID-19 pandemic. They talked about difficulties balancing home and work life (especially with little ones) and ways to stay productive, such as virtual writing sessions with other alums. Conversely, they noted some positives such as spending more time with partners.

In terms of how they interact with students, panelists noted that they take extra steps to check-in on their students/mentees as it can be harder to gauge how students are doing through a computer screen. The panelists also talked about helping students find balance, seek social support, and reinforce skills learned in class. In light of anti-racism events and movements in parallel to the pandemic, panelists also discussed ways they support and guide students via conversation and even via reading groups.

Alumni Panel: Applied Practitioners

During a Friday Brownbag colloquium in the fall of 2020, we virtually hosted three alumni of the MSU OP program: Carrie Ott-Holland from Google, Charlotte Powers from Johnson & Johnson, and Marina Pearce from Stripe. The panel discussed a range of topics, such as the transition from individual contributor to a managerial role and managing employee adjustment to working from home.

The transition to leadership was an organic process for our three alums. Most mentioned gradually taking on more work as individual contributors, succeeding on their assigned tasks, and then eventually leading more projects until the manager title naturally fit. This progression snowballed into formal recognition and promotion to their current roles.

As leaders of formerly in-person teams, Carrie, Charlotte, and Marina emphasized the need to find new ways to connect. Whether it was informal weekly meetings as a group or trading memes and .gifs across messaging apps, the three echoed the need for intentional connection in a virtual space to build and maintain team culture.

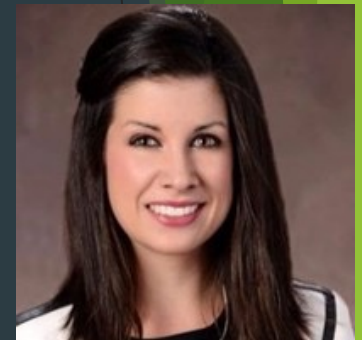
Dr. Carrie Ott-Holland is a Manager of Performance Design Research within People Analytics at Google. She and her team focus on evaluating Google's performance management and promotion system. She and her collaborators at Google are launching an Intro to R course and certificate soon!

Dr. Charlotte Powers is the Head of HR Talent & Capability / Head of HR, Global HR at Johnson & Johnson. She owns the design and implementation of talent strategies for J&J's global HR function. Her previous work at J&J focused on leadership assessment and development but has since expanded broadly.

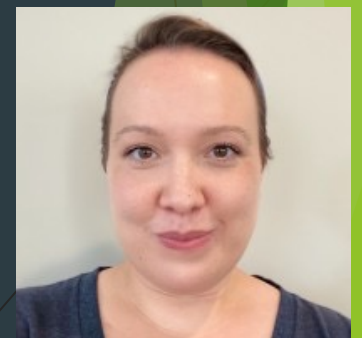
Dr. Marina Pearce is a workforce Strategist at Stripe, a tech company that builds economic infrastructure for the internet. Before this, she was the manager of Ford Motor Company's People Analytics team where she oversaw work on employee engagement, selection, assessment, and the full gambit of IO psych projects.



Dr. Carrie Ott-Holland



Dr. Charlotte Powers



Dr. Marina Pearce

SIOP 2021 MSU OP Presentations

This year's virtual conference will no doubt showcase a variety of interesting and insightful work, some of which was conducted by MSU's own graduate students and faculty! Keep an eye out for the following presentations at SIOP this April! Faculty and current students are underlined.

SYMPOSIA

Does Identity Management Beget Work-Life Boundary Management? An Examination of Lesbian, Gay and Bisexual Employees

Authors: Danielle M. Gardner & Ann Marie Ryan

Session Title: Emerging Topics in Stigma Identity Management Scholarship

Session Chairs: Liza Barnes & Sabrina Volpone

Imprisoned by Stigma: The Selection of Previously Incarcerated Individuals

Discussant: Ann Marie Ryan

Session Chair: Elizabeth Jenkins

Pay Equity Analysis in a Majority-Female STEM Profession

Authors: Sarah Kuang, Danielle M. Gardner & Ann Marie Ryan

Session Title: Beyond Representation: Understudied Aspects of Diversity in STEM

Session Chair: Isabel Maria Bilotta

Punishing Abusive Management in Mistreatment Situations: Observers' Moral Identity and Retribution Intentions

Authors: Sonia Ghumman, Hannah Nguyen, Ann Marie Ryan & Courtney Bryant

Session Chairs: Emily David & Sabrina Volpone

Trial and Error: Processes and Predictors of Training Transfer

Discussant: J. Kevin Ford

Session Chair: Jeffrey Olenick

Variability in COVID-19 Worker Impacts Across Gig Work Industries

Authors: Jo Alanis & Sergio Marquez

Session Title: Generalizing Nonstandard Work Doesn't Work: Examining Heterogeneity in Paid Work

Session Chairs: Amber Schroeder & Traci Bricka

POSTERS

(*rated a top ten poster of SIOP 2021)

A Computational Approach to Understanding Virtual Team Performance

Author: Rachael Pyram

Are Some Accommodations More Acceptable than Others? Coworker Fairness Perceptions

Authors: Danielle M. Gardner, Ann Marie Ryan & Sarah Kuang

Condescension or Mansplaining? Attributions to Sexism and Gender

Authors: Caitlin Q. Briggs, Danielle M. Gardner & Ann Marie Ryan

Experiences of Anti-Asian Stigma in the U.S. During COVID-19

Authors: Caitlin Q. Briggs, Danielle M. Gardner & Ann Marie Ryan

Intersectionality of Immigrant Status and National Origin in Hiring Outcomes

Authors: Jo Alanis & Ann Marie Ryan

It's Your Fault: Workplace Consequences of Anti-Asian Stigma During the COVID-19 Pandemic*

Authors: Danielle M. Gardner, Caitlin Q. Briggs, & Ann Marie Ryan

Leadership During COVID-19: An Examination of Supervisory Leadership and Gender

Authors: Connor Eichenauer, Ann Marie Ryan & Jo Alanis

Tensions between Confidentiality and Transparency in Sexual Harassment Investigations

Authors: Addie Nelson, Danielle M. Gardner & Ann Marie Ryan

The Dynamics of Conflict Contagion

Authors: Ajay Somaraju, Jeffrey Olenick, Daniel Griffin, Steve Kozlowski & Daisy Chang

The Role of Gendered Perceptions in Understanding Feedback Provision and LMX

Authors: Sarah Kuang, Danielle M. Gardner & Ann Marie Ryan

What Employees Want Most from Managers: Preferences by Gender, Age and Job Level

Authors: Connor Eichenauer & Jack Wiley

What Makes a Space Safe? The Role of Employee Resource Groups in Inclusion

Authors: Lauren Collier-Spruel & Ann Marie Ryan

Which Characteristics Relate to Effective and Ineffective Allyship?*

Authors: Lauren Collier-Spruel & Ann Marie Ryan

Who is Caring for Whom? Coworker Perceptions of Caregiving Accommodations

Authors: Justin Duby, Danielle M. Gardner & Ann Marie Ryan

PANELS

Thinking Bayesian: Opportunities and Challenges in the Dissemination of Bayesian Methodology

Panelists: Ajay Somaraju, Anthony Misisco, Fred Oswald & Piers Steel

Session Chairs: Ajay Somaraju & Anthony Misisco

Thirty Years of the ADA: Current State and Way Forward

Panelists: David Baldrige, Megan Chandler, Cheryl Davis, Susan D’Mello, Mukta Kulkarni, Ann Marie Ryan, & Dan Samosh

Session Chair: Silvia Bonaccio

What Does it Mean to Be Inclusive? Considerations for Our Research Practices

Panelists: Malik Boykin, Beth Chung, Lauren Collier-Spruel, Theresa Hernandez, & Veronica Caidad Rabelo

Session Chairs: Shannon Cheng & Shannon Rowley

THEME TRACK SESSION

Visibly and Meaningfully Moving I-O Forward: Addressing Societal Issues

Speakers: Keaton Fletcher, Richard Landers, Georgia Chao, Milton Hakel, Lillian Eby, Sharon Clarke, Lisa Finkelstein, Quinetta Roberson & Katina Swayer

Congratulations to all of our presenters!



Interview with an Alum: Scott Cohen

Dr. Scott Cohen received his PhD from MSU's Organizational Psychology program in 1990 and has pursued an applied career in both external and internal roles at companies such as Aon Hewitt and MassMutual. He is currently the Assistant Vice President of Global Talent Assessment for The TJX Companies (which you know if you have ever shopped TJMaxx, Marshalls, or HomeGoods) where he focuses on assessment, selection, and development of high potential leaders. Pre-Covid, his job has taken him to Canada, Europe, and Australia. He lives outside of Boston with his wife of 31 years, Susan Schechtman, whom he met in the PhD program.



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

How do you take the deep expertise that we learn at MSU and translate it into layperson terms? The best analogy is probably what Dr. Fauci does. When you see him in the media, he talks in terms you and I can understand. It doesn't mean watering down any of the work we do. It means that in order to influence people, we need to use language they understand.

What is one piece of advice you have for students?

If somebody is interested in going applied, try to get as much work experience as you can. I would have gotten even more [out of the program] if I had more work experience to root it in. Soak up as much as you possibly can. While you may not use it all, you will use a lot of it. You will use a lot of the underlying principles, even years later. Figure out a way to translate and communicate it in such a way that others are on the same page as you. I wish when I was in grad school – I wish I had the kahunas to not worry so much about what other people expect of me but focus more on what I expect of myself and who I want to be.

What was your most important experience for growth and development?

Being placed in roles or opportunities where I had to question whether or not I was going to be successful. In other words, was the challenge just beyond my reach? It required me to ask for help and develop honest, deep relationships with my manager. I was successful in the end, but I was first a little scared, that feeling of "I'm not sure how to do this." It was not a sink or swim – you're going to survive. It was – what does it take to thrive, especially in this culture?

Where do you see I/O psychology as a field today?

Our field has entered more of the mainstream. Today mindfulness, motivation, and leadership development, which have always been important, are now part of the common lexicon. HR folks and generalists will try to do our jobs, but I think we're the ones who are fact-based, who are science-based. There are a lot of people who think they know what to do. We're the ones rooted in science and data. We can say – based on lots of meta-analyses and lots of studies – that we know what the right thing to do and here is why.

What are some of your best memories at MSU?

I have one specific memory that stands out. It was my dissertation defense. Steve Kozlowski was on the committee. I can remember having my dissertation meeting and Steve walking out with a stern look and then breaking into a smile, shaking my hand, saying "Congratulations, Doctor." It was so impactful because it came from Steve.

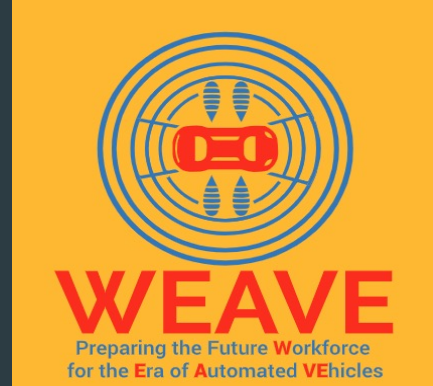
How have you felt connected to MSU recently?

I had the opportunity to partner with a graduate student and faculty member from MSU. While I've worked with Coop students from Northeastern University (locally) for years, it was such a great feeling to be able to turn the tables and 'pay it forward' to MSU. We should all be able to do that at some point in our careers.

Research Spotlight:

Project WEAVE

An Interdisciplinary Research Project on the Effects of Autonomous Vehicle Adoption



Faculty **Daisy Chang** and **Kevin Ford** are part of a research team that was awarded a \$2.49 million grant from NSF to study the workforce impacts of autonomous vehicles. WEAVE is composed of a large team of researchers (in departments such as Media and Communication, Geography, Engineering, and more) located at MSU and Clemson University. WEAVE is funded for four years, and here we present a spotlight on some of the work and achievements from the project so far!

To date, WEAVE has conducted a total of 27 focus groups and interviews with 48 participants. These participants include managers in trucking companies, supervisors of truck drivers, truck drivers, and ride-hailing/delivery service drivers. The WEAVE team is actively recruiting and conducting focus groups with truck drivers and ride-hailing/delivery service drivers and next will begin focus groups with taxi companies.

Daisy, Kevin, and graduate students **Jenna Van Fossen** and **Nathan Baker** have also just finished collecting data in a survey with truck drivers. This survey is meant to complement their skills mapping work using O*NET data to understand what jobs are most similar to truck driving and taxi driving, in terms of their KSAs. This survey targets whether truck drivers also perceive some of these jobs to be similar to their own, and whether they are interested in them as potential alternate jobs.

The WEAVE team has also been working to share information and get the word out about the project! WEAVE has gathered a stakeholder advisory board (composed of experts from the American Center for Mobility, Lyft, the Michigan Department of Transportation, and other relevant groups). So far, the WEAVE team has held two presentation and discussion meetings with the stakeholder advisory board. MSU Faculty member Troy Hale also completed a three-minute video explaining Project WEAVE, which can be accessed on YouTube:

<https://www.youtube.com/watch?v=qUNzWXSx4l0>

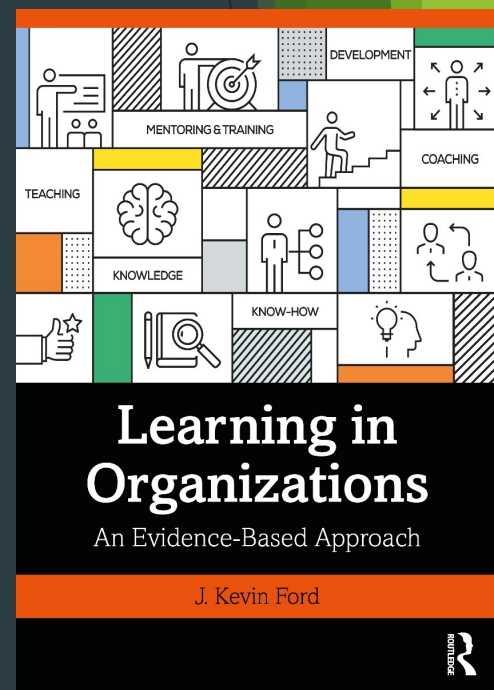
The WEAVE team plans to begin recruiting participants from taxi companies for focus groups soon. If you know of or are affiliated with any taxi drivers or organizations that may be interested in participating, we'd love to hear from you! You can contact Daisy Chang by email at: cchang@msu.edu

Coursework Spotlight

Dr. Kevin Ford's Learning and Development Class in 2021

This Spring 2021, training expert Dr. Kevin Ford has been teaching his famed graduate-level seminar on learning and development in organizations (sometimes just called, “training class”). While the online format has been quite different, the class allows students a range of educational experiences including student class facilitation (putting those training principles to work!), breakout in-depth discussion groups, training needs assessment projects, and a translational science-style paper. This year the class places a considerable emphasis on translational science, as Kevin notes this is now an essential skill for I/O scientist-practitioners. The class also features readings from Kevin’s recently released textbook, *Learning in Organizations: An Evidence-Based Approach!*

Additionally, the online format has allowed for distinguished guest speakers, including the likes of Dr. Ed Salas (Rice University), Dr. Kurt Kraiger (University of Memphis – Fogelman College), Dr. Scott Tannenbaum (the Group for Organizational Effectiveness), our MSU alumni, Dr. Sandy Fisher and Dr. Mike Wasserman (Clarkson University and FH Münster), and more.



Looking to the Future

The Future of Work: Building our I/O Program



Persistent and dramatic advancements in technology, spurred by breakthroughs and innovative applications in artificial intelligence, digitalization, automation, robotics and Internet cloud communications, are transforming work. Given the critical importance of the human-technology frontier on the future of work to the long-term welfare of society and the unprecedented funding opportunities (e.g., National Science Foundation), a Future of Work Initiative was proposed and accepted by the Michigan State University College of Social Sciences with the goal of creating a consortium of MSU scholars across interdisciplinary areas addressing future of work issues. As part of this initiative, we are able to hire three scholars – one in Human Resources, one in Labor Economics and one in our Industrial and Organizational (I/O) Psychology program.

The I/O Psychology position for this initiative will be posted this summer with interviews in the Fall 2021 and a start date of August 2022. We are particularly interested in applicants who will be leaders in researching issues related to areas such as virtual work, contingent employee/employer work arrangements, more diverse workforces, automation and artificial intelligence applications, human-agent or robot interactions, human-robot teaming, the aging workforce, global leadership, reskilling, and the intersection of work with digital and social media. This position will foster collaboration across departments within MSU. This initiative is also critical for enhancing the capabilities of the I/O program and building on our legacy while continuing to push the research frontier on workplace issues.

The Future of I/O Survey

Over the past year, the Organizational Psychology faculty and students have started examining the program to identify ways that we can improve. As we move forward in this process, we would like to hear from our alumni. Therefore, we put together a short survey to gather your responses. In this survey, we are trying to identify current trends in the practice of IO psychology both in organizations and in academia. We plan to use this information to examine our curriculum and our program more broadly to ensure that we are keeping up with current trends and preparing students in the best possible way.

The survey only has 8 questions and will take about 4 minutes to complete. In addition, your responses will provide us with valuable information that we can use to understand current trends in our field. The Organizational Psychology program at Michigan State University has some of the best alumni in the world and we value your opinions. Therefore, we would appreciate if you could take the time to complete this short survey.

Survey link: https://msu.co1.qualtrics.com/jfe/form/SV_cCrr5t9Dltzr2Em

News and Announcements

Recent publications

- **Chang, C.-H.**, Shao, R., & Wang, M. (in press). Workplace interventions in response to COVID-19: An occupational health psychology perspective. *Occupational Health Science*.
- **Chatterjee, D., Ford, J.K.**, Rojewski, J., & Watts, S. (in press). Broadening Experiences in Scientific Training (BEST): Do Biomedical Faculty Want Institutional Help? *SN Social Sciences*
- **Gardner, D. M., Lauricella, T., Ryan, A. M.**, Wadlington, P., & Elizondo, F. (2021). Managing boundaries between work and non-work domains: Personality and job characteristics and adopted style. *Journal of Occupational and Organizational Psychology*, 94(1), 132-159.
- **King, D. D., Ali, A. A., McCluney, C. L., & Bryant, C.** (2021, February 22). Give Black Employees Time to Rest and Recover. Retrieved from <https://hbr.org/2021/02/give-black-employees-time-to-rest-and-recover>.
- Kraiger, K., & **Ford, J. K.** (2021). The Science of Workplace Instruction: Learning and Development Applied to Work. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 45-72.
- **Prasad, J., Gardner, D. M., Leong, F. T., Zhang, J., & Nye, C. D.** (in press). The criterion validity of career adapt–abilities scale with cooperation among Chinese workers. *Career Development International*.
- **Roberson, Q.**, Quigley, N. R., Vickers, K., & Bruck, I. (2021). Reconceptualizing Leadership From a Neurodiverse Perspective. *Group & Organization Management*, 46(2), 399-423.

Other news

- Jo Alanis was awarded the NSF GRFP, a prestigious fellowship that provides three years of financial support. Her research proposal was titled, “Overqualification of Immigrants: Relative Deprivation in the Presence of Additional Contextual Stressors”
- Daisy Chang was named a SIOP Fellow.
- Sarah Kuang was awarded SIOP’s Hebl Award (\$3,000) for research extending and broadening theoretical and empirical knowledge of gender-related issues.
- Courtney Bryant was awarded SIOP’s 2021 Benjamin Schneider Scholarship (\$3,000) to help fund her dissertation investigating the impact of continual identity management on Black employees' feelings of authenticity, well-being, and burnout.

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