

The IOPSA Newsletter

FROM THE UGA INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY STUDENT ASSOCIATION

Spring 2016

A Word from Our President

***DEAR ALUMNI AND FRIENDS OF THE
UGA I-O PSYCHOLOGY PROGRAM,***

Can you believe SIOP is right around the corner? We look forward to connecting with alumni and colleagues this year in Anaheim! Details about our reception time and location are on page 3. We look forward to seeing you there!



We are also ecstatic that our program chair, Dr. Brian Hoffman, will be recognized as a SIOP Fellow this year at our annual conference. Dr. Hoffman joins the ranks of many prestigious researchers and practitioners, including our own Dr. Lillian Eby and Dr. Kecia Thomas. We are very proud of our amazing faculty!

Our program has added another incredible faculty member to our ranks; we are thrilled to announce that Dr. Kristen Shockley will be joining us this fall! We look forward to new perspectives and opportunities that arise from her work, and we can't wait to be a part of her continued accomplishments in our field. We're also excited that student Anna Heimann from the University of Zurich has joined us this semester to continue her research projects with UGA faculty.

Our students work hard, but we like to have fun too! We had a great time showing our accepted students around Athens during visitation weekend this year. We also look forward to our annual Spring Fling event with faculty and students at the end of April. As always, our faculty, students, spouses and families will join together to celebrate another remarkable year at UGA!

Hope to see you at SIOP!

-Cindy Maupin, IOPSA President

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The University of Georgia

I-O Psychology

Speakers & Professional Development

We had a number of visits this semester from distinguished researchers. We were fortunate to host several outstanding job candidates for our new faculty position who each gave a talk to our students and faculty. We also hosted **Dr. Kristin Cullen-Lester** of the Center for Creative Leadership who spoke about her research on networks as well as their application in organization interventions. The RED lab hosted a Race and Health Disparities forum with guest speaker **Dr. Chanita Hughes-Halbert** from the Medical University of South Carolina. We thank these visitors for their time and unique insights, and we look forward to continued collaboration!



Dr. Kristin Cullen-Lester



Dr. Chanita Hughes-Halbert

Social Events

In addition to our professional development events, our students participated in several successful volunteer activities this semester. We visited the Humane Society, and the WAFER lab visited the food bank. We also introduced a “thanks and appreciation” week after Valentine’s Day, in which we made thank you cards and stationary available to students. The week was so successful that we decided to make stationary and thank you cards available year-round. We have so much to be thankful for here at UGA that a week just wasn’t enough!



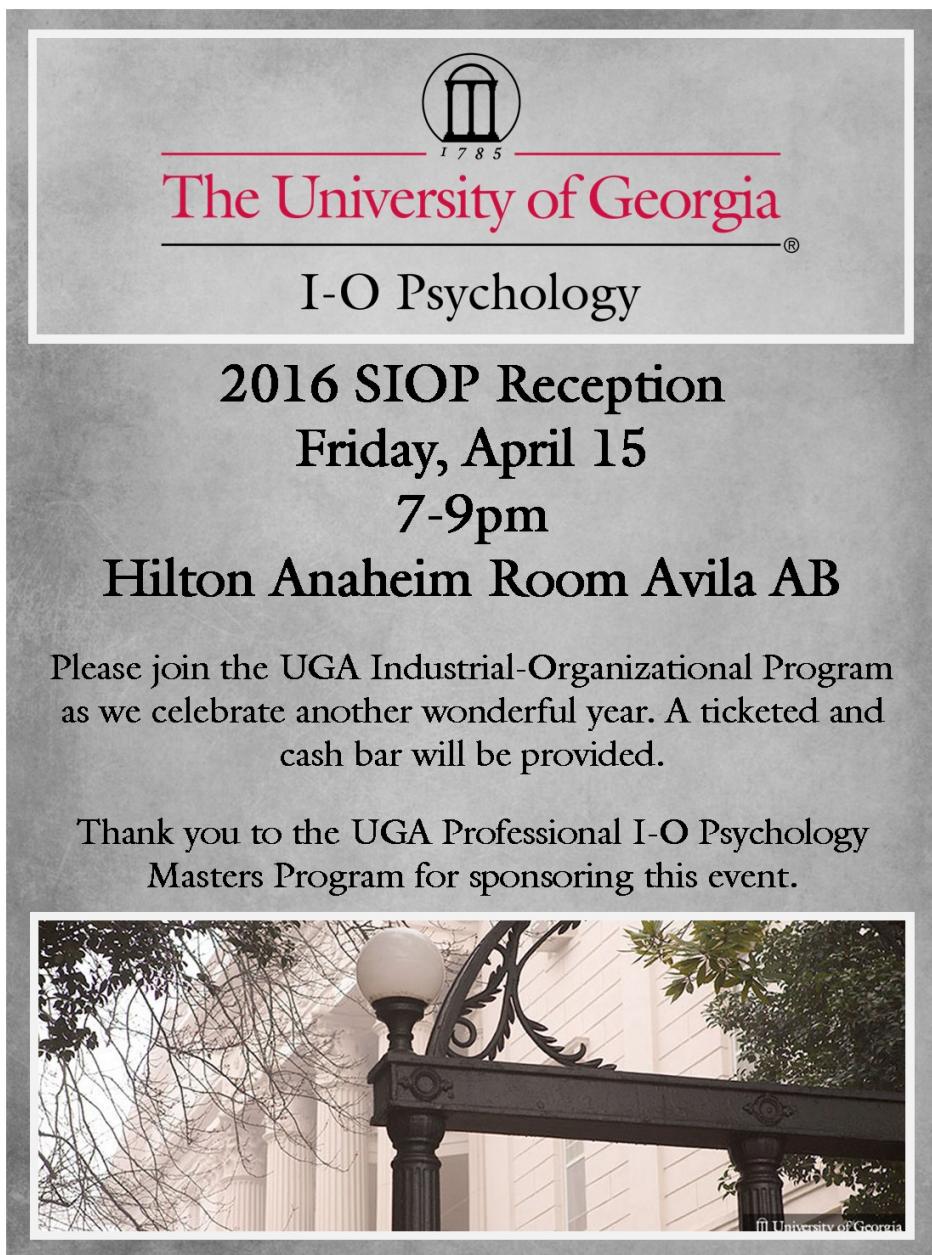
WAFER Lab at the Food Bank

SPRING SPECIALS

Spotlight on SIOP

The 2016 SIOP conference is fast-approaching and we couldn't be more excited to announce not only our annual reception, but also more than two dozen faculty and student posters, presentations, and symposiums. See page 4 for a complete list of UGA-affiliated research that will be represented at SIOP. We're excited about the outstanding research being conducted here at UGA, and we'd love to share it with you! If you'll be at SIOP 2016, please stop by to say hello at any of our sessions or our reception.

Invitation to the UGA I-O 2016 SIOP Reception:



SPRING SPECIALS

SIOP 2016 Panels, Presentations, & Posters

- Allen, T. D., **Eby, L.T.**, Mitchell, M. E., & Muhlenberg, J. (2016, April). Relationship between mindfulness and organizational performance: An organizational level analysis. In T. D. Allen (Chair), *Mindfulness at work: New directions for research and practice*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Brown, B.L.**, & **Thomas, K.M.** (Co-Chairs). (2016, April). *Teaching diversity during times of turbulence: A SIOP teach-in*. Panel conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Carter, N. T.**, **Williamson, R.**, & King, R. (Co-Chairs). (2016, April). *Exciting new adventures in Thurstonian measurement for self-report data*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Carter, N.T.** (2016, April). In D.L. Whetzel (Chair), *Personality computer adaptive testing (CAT): A meow or a roar?* Panel conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Carter, N.T.**, & **Guan, L.** (Co-Chairs). (April, 2016). *Measurement equivalence of psychological measures: Gender, culture, and sampling sources*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Carter, D.R.** (2016, April). The principles of leadership system emergence: A conceptual framework. In M. T. Braun (Chair), *Who follows whom? Predicting the emergence of informal leader-follower networks*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Clark, M. A.**, Nicklin, J., Golden, T., Nieminen, L., & Michel, J. (Co-Chair). (2016, April). *I'm here you're there: Discussing the controversies surrounding telecommuting*. Panel conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Conley, K.M.**, **Vande Griek, O.H.**, **Williamson, R.L.**, **Harris, A.**, & **Carter, N.T.** (2016, April). *Disposition or ability? Using IRT to solve the mindfulness mystery*. Poster presented at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Eby, L. T.**, Allen, T. D., **Conley, K. M.**, **Williamson, R. L.**, Mancini, V., & **Mitchell, M.** (2016, April). Mindfulness-based training in organizations: A qualitative review. In K. Kraiger (Chair), *You can train that? Empirical support for novel training content*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Fan, Y.**, Lance, C. E. (2016, April). *Convergence and admissibility problems for MTMM data (largely) solved*. Paper presented at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Guan, L.**, & **Carter, N. T.** (2016, April). Faking shifts the response process? A comparison across testing formats. In J. Seybert & L. Guan (Co-Chairs), *Recent advances in forced choice personality assessment*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Guan, L.**, **Lautenschlager, G. J.**, Bazemore-James, M. C., & **Thomas, M. K.** (2016, April). Measurement equivalence in perceived tokenism and non-tokenism populations. In N. T. Carter & L. Guan (Co-Chairs), *Measurement equivalence of psychological measures: Gender, culture, and sampling sources*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Hetrick, A. L.**, **Kennedy, C. L.**, **Hoffman, B. J.**, Lyons, B. D., & Cole, A. T. (2016, April). Bigger big brother: Company off-duty deviance policies over time. In J. P. Meriac & M. K. Shoss (Co-Chairs), *Contexts and consequences of counterproductive behavior*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Kim, Y. -J.**, & **Hoffman, B. J.** (2016, April). *Expanding the view of emotional labor: A socioanalytic perspective*. Poster presented at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Maupin, C. K.** (Panelist). (2016, April). In J. Howell & C. Porter (Co-Chairs), *Opportunities and challenges of applied network analysis*. Panel conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Maupin, C. K.**, **Clauson, M.**, **Carter, N. T.**, & **Carter, D. R.** (2016, April) *Too soon to say: Measuring emergent constructs for nascent teams*. Poster presented at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Maupin, C.K.**, **Carter, D. R.**, & Cullen-Lester, K. (2016, April). Developing, shaping, and co-creating: Leveraging relation

SPRING SPECIALS

SIOP 2016 Panels, Presentations & Posters

- ships for leadership development. In L. Zhou, C.K. Maupin, & D.R. Carter (Co-Chairs), *The Intersection of leadership development and social contexts*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Mitchell, M. E., & Eby, L. T.** (2016, April). *Family matters: The effects of grandchild care on family-to-work conflict*. In M. Ford (Chair), *A systems approach to work, family, and well-being*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Provolt, L., Thomas, K., & Mahan, R.** (2016, April). *The impact of mindfulness on the evaluation of diverse applicants*. Poster presented at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Robotham, K., Gibson, Z., Carter, D. R., Kanfer, R., & DeChurch, L.A. (2016, April). Origins of synchrony emergence in teams. In G. Plummer and L. DeChurch (Co-Chairs), *Novel ways to understand and assess teamwork*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Lance, C. E., Fan, Y. (2016, April). *Comparative accuracy of alternative path-based model selection strategies*. Paper presented at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Siedor, L. E., Williamson, R., Harris, A. M., & Carter, N. T.** (2016, April). Gender bias in measurement of the Narcissistic Personality Inventory. In Carter, N. T., & Guan, L. (Co-Chairs), *Measurement equivalence of psychological measures: Gender, culture, and sampling sources*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Siedor, L.E., Lynch, B., & Carter, N.T.** (2016, April). *Understanding the NPI using item response theory*. Poster presented at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Thomas, K., Provolt, L., & Hearne, R.** (2016, April). Understanding first-gen faculty as bicultural boundary spanners and diversity champions. In I. Cho & K. N. Miner (Co-Chairs), *Diversity and difference in the university: Findings from the trenches*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Williamson, R., & Carter, N. T.** (2016, April). Uncovering (curvi-)linear relationships between extraversion, narcissism, well-being, and performance. In N. T. Carter, R. Williamson, & R. King (Co-Chairs), *Exciting new adventures in Thurstonian measurement for self-report data*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Williamson, R., Angela, B.-M., Clark, M., & Carter, N. T.** (2016, April). *Gender bias in the measurement of workaholism*. Symposium conducted at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.
- Williamson R., Harris, A., Maupin, C., King, R., & Carter, N. T.** (2016, April). *Network psychometrics and the analysis of organizational surveys*. Poster presented at the 2016 meeting of the Society of Industrial and Organizational Psychology, Anaheim, CA.

SPRING SPECIALS

Congratulations to SMD

Every year the UGA Alumni Association publishes its “Bulldog 100” rankings, including the fastest-growing businesses founded by UGA alumni. This year, Strategic Management Decisions (SMD) LLC founded in 2009 by I-O alumni **Dr. Shane Douthitt, '01** and **Dr. Scott Mondore, '01** was named to the #1 spot on the list. To celebrate this exciting award, we reached out to Dr. Douthitt, as well as **Dr. Hannah Spell, '13**, Director of Research and Analytics at SMD and a fellow UGA I-O alum. Below is a little insight to their experience, the success of SMD, and the new niches they see for I-O moving forward. Please join us in congratulating them!

Q: What services and products does SMD provide?

A: We provide employee surveys, build competency models, deliver 360 assessments, build predictive talent profiles, develop criteria for selection systems, and provide analytic support to clients. Whichever service we provide, our ultimate goal is to connect the assessment data to real business metrics such as financials, customer/patient satisfaction, turnover, etc. That way we can help prioritize on the people side to drive the bottom-line for the organization.

Q: What inspired the foundation of SMD?

A: A gap in the assessment market existed to apply real analytics and statistical rigor to drive real business outcomes. Organizations were spending money conducting employee surveys and 360s, yet they weren't being utilized to uncover how they impact the business nor were they being leveraged to answer business questions that involved organizational talent. We were able to invent a technology to integrate analytics and rigor into any employee assessment process to drive action.

Q: What are the specific needs of today's companies that make SMD such a valuable asset? Do you see those needs changing or expanding?

A: What we do at SMD around connecting people data to business data is not brand new, but it's starting to get a lot of attention under the buzz words of "analytics" and even "big data." Companies are now giving more thought to how they can leverage and use data more effectively and strategically in the HR space. By using our patented technology and our methods to connect people data to business data, organizations are able to demonstrate the ROI of the investments they make in their employees, from money spent on employee surveys or assessing leaders on 360s. They can now link to business outcomes and prioritize next steps, and ultimately calculate the ROI of that investment by



President Jere Morehead (right), SMD founder Dr. Scott Mondore (center), and Dean of UGA's Franklin College of Arts and Sciences Alan Dorsey (left).

Picture retrieved from: news.uga.edu/releases/article/uga-alumni-association-unveils-2016-bulldog-100-rankings-smd-llc-tops/

SPRING SPECIALS

Congratulations to SMD, continued

demonstrating an impact to those bottom-line metrics. This is only going to become more and more important for organizations to be competitive and use their resources effectively.

Q: To what would you attribute the quick growth of SMD?

A: A lot of money is spent on employee surveys, 360s, etc. and none of the vendors out there ever showed the return-on-investment of the products or if those products actually worked. SMD's products do that and help leaders prioritize actions based on business impact. CEOs are tired of spending a lot of money on these HR processes and not even know what the return-on-investment is.

Q: SMD publishes white papers and also offers workshops. How does SMD engage in research, and what are some of the areas most actively being researched at SMD?

A: We put out about eight whitepapers a year, host about 18 webinars, and push research content through our blog. The topics typically cover things we are seeing in the industry or interesting findings from our own client work. Recently we've been hosting webinars and presenting on topics around the "right" way to think about and conduct analytics. Lots of people are out there talking about "analytics" but when you look under the hood it's not analytics at all – it's just data visualization or at best correlational research. We want people to be good consumers of analytics and understand what they are buying into. We are also currently conducting a criterion study of our own data to compare employee attitudes as drivers of business results such as turnover, customer satisfaction, and financial metrics. Basically, we conduct multiple research projects with every one of our clients.

Q: What skills and educational experiences did you obtain at the University of Georgia that have most contributed to your success with SMD?

A: One of the most critical is a strong background in statistical analysis, measurement, and methods. That skill set underlies all the work we do with our clients to build assessments and utilize data in the most effective and scientific way we can to answer business questions. Understanding statistics is why we are able to make that analysis practical for leaders. Additionally, understanding the I/O content is how we can make sense of results and provide helpful recommendations.

Q: What else would you like to share?

A: There is a huge opportunity to bring I/O skills to the marketplace to help organizations improve. Recent press around the I/O profession is great for us in that more and more organizations are understanding the value we can bring to their bottom-line. Additionally, I/Os are well-equipped to contribute to the rise in interest around "analytics" that is a hot topic right now.

SPRING SPECIALS

Faculty Updates

Nathan Carter

What are you working on that you're most excited about? Right now I am very excited about the possibilities of studying individual differences through a network-theoretic lens. This work was inspired by the Psychosystems group out of the Netherlands who are doing some really amazing work. Check it out at <http://psychosystems.org/>. **What other updates would you like to share?** I was named SIOP Historian and am excited about taking on the role!



Dorothy Carter

What are you working on that you're most excited about? I'm excited to report that Cindy Maupin and I just completed data collection for a year-long multiteam systems laboratory study. Initial findings from this study are suggesting new ways to understand how and why leadership influence emerges among members of large complex organizational systems.



Malissa Clark

What are you working on that you're most excited about? I'm continuing my research on workaholism and work-family issues. Members of the Work and Family Experience Research (WAFER) lab have been busy working on many projects. One new line of research I'm particularly excited about in-



volves looking at the role of emotional dynamics (i.e., variability in affect states) in work and family experiences. **What other updates would you like to share?** One big update from this past year is that our family adopted our first pet — a new kitten named Lily.

Lillian Eby

What are you working on that you're most excited about? We have been doing some really interesting work on the application of mindfulness to the workplace. We have an invited review of the literature in progress and are getting ready to pilot test an intervention that uses mindfulness to improve employee well-being. Another new project involves looking at regional differences in work-family conflict in the United States. This will integrate social-psychological research on regional differences in social attitudes and expectations to take a "culture within culture" approach to WFC. **What other updates would you like to share?** My sister and I are taking my mom to Salamanca, Spain in May to celebrate her 80th birthday. We lived there as children and my mom went to college there, so it will be a super special celebration. Following that, my sister and I are flying to Athens, Greece for 5 days!



Brian Hoffman

What are you working on that you're most excited about? Recent research on the changing nature of work, off duty deviance, and the hiring of Kristen Shockley.



SPRING SPECIALS

Faculty Updates, continued

Karl Kuhnert

What are you working on that you're most excited about? I am most excited about my forthcoming book "The Map: Your Path to Effectiveness in Leadership, Legacy, and Life". My co-author is Keith Eigel, who is an alum of our program. The book is published by Baxter Press and will be published at the end of April. I also just finished my sixth year as lead facilitator for the Executive Leadership Institute, a seven month leadership development program for the USG Board of Regents. The program touches all USG colleges and universities in the state of Georgia. I have also agreed to write a chapter in the forthcoming "Anthology of Leadership", edited by Jonathan Reams. **What other updates would you like to share?** My daughters Caroline (16) and Belle (13) are having successful school years. Caroline sports a 4.0 GPA and honor society member and was elected vice president of her high school class. Her club volleyball team recently earned a berth at the AAU Nationals in Orlando in July. Belle is also an "A" student and competes in USTA Tennis events across the southeast. She participates in the USTA Player Development Program for the state of Georgia.



Kecia Thomas

What are you working on that you're most excited about? My students and I have a number of projects in which data is currently being collected. These include a women's career transition project and another on "first-gen" faculty



and administrators. We are also wrapping up a more professional development piece focused on the career paths of chief diversity officers in higher ed.

Nationally and internationally, the critical need for culturally competent and reflective practitioners and leadership continues to escalate. Campus protests, domestic terrorists attacks, and even presidential campaigns speak to the importance of critical thinking and productive conversations around race, gender, sexuality, and other dimensions of identity (and their intersections) that are not placed within a vacuum, but rather discussed within their full historical, social, and political realities. Now is the time to "stay woke" and use our research to engage with organizations to support their multicultural development as well as our own. **What other updates would you like to share?** I survived my son's first year of college (Morehouse) and my daughter's last year without a driver's license. Next year will be a piece of cake!

Brian Frost: Update on the I-O Masters Program



We're excited to announce that the IOMP graduated our inaugural cohort of 9 students in December. There are currently 45 Master's students enrolled in this program at the Gwinnett Campus, ranging in age from 23 to 63 years old. We will be graduating our second cohort at the end of the Summer 2016 semester and are projecting to receive close to 100 applications for the Fall 2016 cohort. I would like to publicly thank Lane, Alex, Cindy, and the faculty and administrators in the Psychology Department for their exceptional contributions to the success of this new program.

Student & Alumni Updates

Notes from the Office

'01 Dr. Adam Meade will be taking over as Department Head of the I-O Program at North Carolina State University on July 1st, 2016.

'03 Dr. Sarah S. Fallaw has started her own firm, Data Points. The company was recently featured in MarketWatch and InvestmentNews for its work in the field of behavioral finance. Data Points provides a behavioral finance assessment platform and biodata-based assessments that allow financial services firms to understand the wealth-building potential of their clients. In 2015, Data Points began a partnership with UGA's Financial Planning Performance Lab to provide funding and research opportunities for graduate students and faculty studying wealth accumulation, behavioral finance, and investing.

Notes from Home

WEDDINGS & ENGAGEMENTS:

Melissa Mitchell got engaged on December 16th.

Notes from the Program

THESIS DEFENSES:

Laura Provolt successfully defended her thesis.

COMPREHENSIVE EXAMS:

Yi Fan, Ada Guan, Laura Provolt, and Rachel Williamson passed written prelims. **Lindsay Brown** and **Lauren Zimmerman** passed their oral prelims.

DISSERTATION DEFENSES:

Dr. Charleen Maher successfully defended her dissertation.

JOBS & INTERNSHIPS:

Ada Guan accepted a Testing and Assessment internship offer from DDI and will be starting July 5th, 2016.

Lane Siedor accepted a summer internship with Johnson & Johnson's Global Talent Management Team in New Brunswick, NJ.

Awards & Other Accomplishments

Dr. Nathan Carter was recently named SIOP historian.

Alexandra Harris was awarded a 2016 Honorable Mention by the National Science Foundation Graduate Research Fellowship Program.

Dr. Brian Hoffman was named a SIOP fellow, a distinct honor among Industrial-Organizational Psychologists for those who have made an "unusual and outstanding contribution to the field" (SIOP Bylaws, Article II 3).

Cindy Maupin received the Phi Mu Fraternity Mary Tilly Bessemer Scholarship for outstanding academic achievement. She also received the Society for Industrial and Organizational Psychology Student Travel Grant in April 2016 to support travel for conference participation.

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I-O Psychology

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