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Dear Colleagues,

A big welcome to the 30th Annual SIOP Conference in Philadelphia! As always, the outstanding line up of conference programming, invited speakers, and networking opportunities will be sure to spark your imagination, enhance your professional skills, and create lasting memories. We would like to take this opportunity to point out some particularly exciting features of this year’s unique conference.

Opening Plenary Session

The conference will kick off on Thursday morning with the presentation of SIOP’s highest awards and the newest SIOP Fellows. This event will feature Jose Cortina’s Presidential Address, introduced by our incoming president, Steve Kozlowski. Don’t miss the announcement of the winner of the SIOP Foundation’s newest award, the Dunnette Prize, which carries a cash award of $50,000.

Informative and Invigorating Peer-Reviewed Content

We have a program packed full of peer-reviewed content, including symposia, roundtables, panels, alternative session types, debates, master tutorials, and posters! We have 21 concurrent sessions for you to choose from at any point during the conference. We are particularly excited about the top-notch session content; it has been incredibly exciting for us to see the program come together, and we can’t wait for you to experience it too!

Theme Track

The 2015 Theme Track, “Rethinking Our Approach to Organizational Science,” is on Thursday this year and will focus on helping to create what President Jose Cortina calls “A revolution with a solution” aimed at establishing improved standards for our science. The day will include five sessions of differing formats focused on improving upon our science in various ways; the five sets of presentations include Improving the Peer Review Process: Advancing Science and Practice, Pursuing Better Science in Organizational Psychology, Modernizing Regression: Cool and Practically Useful Advances from Other Fields, Going Forward by Going Back: “Ignite” our Basic Stats, and Big Data Advances from Computer Science and Statistics. It’s sure to be an engaging and informative series of sessions. Stay all day or attend only the sessions of most interest to you.

Invited Sessions

Invited Sessions are a special set of sessions curated by the Program Committee to focus on emerging and current topics of broad interest to the SIOP community. It is important to remember that “invited” means the presenters not the attendees, so all are welcome to attend! This year’s sessions include one focused on the future of HR from the perspective of technology startups, one that asks panelists from diverse non-I-O backgrounds (i.e., an engineer, lawyer, and neuropsychologist) to solve a typical I-O problem from the lens of their respective disciplines, and an IGNITE session that brings together 10 presenters to discuss their experiences with truly great I-O research that defies our typical, publication-biased expectations of what makes research meaningful and impactful.

Top Posters

The top rated posters from this year’s conference will be showcased at the Thursday evening (6:00 PM) Networking Reception, presented by Pearson VUE. Grab some hors d’oeuvres and chat with these authors about their exciting research!

Master Collaboration Session

This year’s Master Collaboration session, “Global I Meets Global O: Research and Practice on Selection and Work–Life,” brings together a range of leading practitioners and academics focused on global issues in selection and work–life to share the state of the science and practice, to identify gaps, and to outline opportunities for collaboration in the future. This session will appeal to practitioners and academics looking to bridge the gap between good science and practice in the frontiers of global selection and work–life program implementation.

Continuing Education Credits

The annual conference offers many opportunities for attendees to earn continuing education credits, whether for psychology licensure, HR certification, or other purposes. For over 30 years, SIOP has been approved by the American Psychological Association to sponsor continuing education for psychologists. SIOP also holds HR Certification Institute Approved Provider status. Information about the many ways to earn CE credit at the SIOP annual conference can be found on page 6.

Communities of Interest

If you’re looking for a SIOP forum that is informal, insightful, and encourages audience participation, make Communities of Interest (COIs) a part of your conference experience. COIs allow you to meet new people, discuss new ideas, and have an active role at the
forefront of hot topics in I-O. There will be 13 outstanding Communities of Interest sessions this year, specially designed to create new communities around common themes or interests. The sessions have no chair, presenters, discussant, or even slides. Instead, they are a casual discussion informally moderated by two or three facilitators with insights on the topic. These are great sessions to attend if you would like to meet potential collaborators, generate ideas, have stimulating conversations, meet some new friends with common interests, and develop an informal network with other like-minded SIOP members.

Executive Board Special Sessions

The Executive Board has added several thought-provoking sessions to the conference program, emphasizing topics identified by SIOP leaders to share with you and gather your input about key initiatives, partnerships, and advocacy efforts of the Society. These sessions have been carefully designed to address the needs of SIOP members. This year’s Executive Board sessions topics are a conversation with SIOP leadership; I-O’s impact in a multidisciplinary world; refining SIOP’s educational guidelines; data-driven approaches to improving SIOP; improving international test practices with the International Test Commission; the Living History series with Frank Schmidt; and a set of sessions focused on the work of the Alliance for Organizational Psychology (an international federation of work, industrial, and organizational psychology societies).

HR Practitioner Track

This year we’ve added a new feature to the conference: a highlighted track for those with specific interests in the practice of HR. All of these sessions take place on Friday in Grand C and include peer-reviewed panels, symposia, and an IGNITE session, as well as the Distinguished Early Career Contributions to Practice award presentation.

Closing Address

One of the biggest I-O trends over the past several years can be summed up in two words: (1) big and (2) data. With big data comes the big challenge of communicating results effectively. The Conference Committee is delighted to help SIOPers respond to this challenge with the help of a genuine expert. The closing speaker this year, Amanda Cox, is a graphics editor for the New York Times. She joined the Times in 2005 after receiving a masters degree in statistics from the University of Washington. With a focus on data visualization and a fondness for slightly conceptual pieces, her work with colleagues has won several awards, including top honors at Malofiej, the largest international infographics contest. She is also the recipient of the American Statistical Association’s 2012 Excellence in Statistical Reporting Award. We have a great opportunity to learn through Ms. Cox’s talk, “Data Visualization at the New York Times.”

Closing Reception

The American Bandstand-themed reception following the closing address will represent the culmination of a great conference and a celebration of the history of Philadelphia. All are welcome and encouraged to join us in sending this conference out on a high note. You don’t want to miss this!

Final Thoughts

Creating this conference, as you would imagine, is a colossal volunteer effort. The SIOP conference is truly special. The conference is organized by members for members—we have over 1,500 volunteers involved in this effort! It is possibly one of the only conferences in the world that has roughly an equal number of academics and practitioners in attendance. It is in many ways the science–practice ideal. We have a lot to celebrate. Both of us are truly honored to have served SIOP as your Program and Conference chairs. We encourage SIOP members to consider volunteering for a SIOP committee, as it is a professionally rewarding way to provide service to our profession (and to have a lot of fun in the process).

We are also very dedicated to continually improving the conference each year. Please share with us, Dave Nershi (our executive director), and Scott Tonidandel (incoming Program Chair) any feedback you have about the positive aspects of the conference or your suggestions for improvements.

Enjoy the conference!

Sincerely,

Eden King
2015 SIOP Conference Chair
George Mason University

Kristen Shockley
2015 SIOP Program Chair
Baruch College and The Graduate Center, City University of New York
# 30th ANNUAL CONFERENCE PROGRAM

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## Directions from Philadelphia International Airport - PHL

Head east from the airport. Take the ramp to PA-291 E. Take exit 13 to merge onto PA-291 E toward I-76 W/Valley Forge. Turn left onto S 26th St. Take the ramp onto I-76 W. Take exit 344 to merge onto I-676 E/U.S. 30 E toward Central Philadelphia. Take the exit toward Broad St/Central Philadelphia. Slight left onto Vine St. Keep right at the fork. Turn right onto N 12th St. Turn right onto Market St. Destination will be on the right.

## Philadelphia Marriott Downtown

1201 Market Street  
Philadelphia, Pennsylvania 19107 USA  
Toll Free Room Reservations: 1-800-320-5744

## Questions? Visit the SIOP Hospitality Desk near conference registration.

Access the searchable version of this program and the personal conference scheduler at http://www.siop.org/programsearch

## Persons With Disabilities

If you require special assistance, please inform the SIOP Administrative Office of any needs. We will endeavor to meet these requests. Please notify us as early as possible by calling (419) 353-0032 or emailing siop@siop.org.
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Sirota
SparcIt
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The Trust
TNS Employee Insights
Towers Watson
VHA National Center for Organization Development
REGISTRATION HOURS
Franklin Entry
WEDNESDAY  NOON TO 8:00PM
THURSDAY  7:30AM TO 6:00PM
FRIDAY  8:00AM TO 5:00PM
SATURDAY  8:00AM TO 3:00PM

EXHIBIT HALL HOURS
Franklin Hall
THURSDAY  10:00AM TO 5:30PM
FRIDAY  8:30AM TO 5:30PM
SATURDAY  8:00AM TO NOON

PLACEMENT CENTER HOURS
Room 411-412
WEDNESDAY  3:00PM TO 5:00PM
THURSDAY  8:00AM TO 5:30PM
FRIDAY  8:00AM TO 5:30PM
SATURDAY  8:00AM TO NOON

SPEAKER READY ROOM
Room 301
THURSDAY  8:00AM TO 11:00AM
FRIDAY  8:00AM TO 5:00PM
SATURDAY  8:00AM TO 3:00PM

CONTINENTAL BREAKFASTS
5th Level Prefunction
THURSDAY, FRIDAY, SATURDAY
7:30AM TO 8:30AM

COFFEE BREAKS
THURSDAY and FRIDAY: Franklin Hall
SATURDAY: 5th Floor Prefunction
10:00AM TO 10:30AM
3:00PM TO 3:30PM

CONCESSION LUNCHES*
Franklin Hall
THURSDAY and FRIDAY
11:30AM TO 1:00PM

COMMITTEE MEETINGS
Local I-O Relations Committee Meeting:
Room 304
THURSDAY  4:00PM TO 5:00PM
Committee on Ethnic and Minority Affairs
THURSDAY  4:00PM TO 5:00PM  Room 502
Lesbian, Gay, Bisexual, and Transgender Committee and Allies
FRIDAY  5:00PM TO 6:00PM  Room 502

MEMORIAL
Larry James
THURSDAY  6:30PM TO 7:30PM
Grand C

BOOK SERIES
Professional Practice Series Session
THURSDAY  2:00PM TO 3:00PM  Room 301
This session showcases a recently published SIOP Professional Practice Book Series volume edited by Rich Klimoski, Bev Dugan, Carla Messikomer, and François Chiocchio on the art and science of managing large human resource projects. All are invited to meet the authors and to learn more about contributing to the series.

Organizational Frontiers Series Session
THURSDAY  3:30PM TO 4:30PM  Room 301
This session showcases a recently published SIOP Organizational Frontiers Series volume edited by Lisa Finkelstein, Donald Truxillo, Franco Fraccaroli, and Ruth Kanfer focusing on increasing our understanding of the challenges of managing a multi-age workforce. All are invited to meet the authors and to learn more about contributing to the series.

SPECIAL EVENTS
Newcomer Reception
WEDNESDAY  5:00PM TO 6:00PM  Independence

SIOP Welcome Reception,
presented by Cambridge University Press
WEDNESDAY  6:00PM TO 8:00PM
Grand GH + Prefunction

Opening Plenary Session
THURSDAY  8:30AM TO 10:00AM  Grand E-H

International Reception
THURSDAY  6:00PM TO 7:00PM  Grand D

Committee on Ethnic and Minority Affairs Social Hour
THURSDAY  6:00PM TO 7:00PM  JW’s (2nd floor)

SIOP Networking Reception, presented by Pearson VUE
THURSDAY  6:00PM TO 8:00PM  Grand E-H

Lesbian, Gay, Bisexual, and Transgender Committee and Allies Social Hour
FRIDAY  6:00PM TO 7:00PM
13 Restaurant Private Dining Area

Closing Plenary
SATURDAY  4:30PM TO 5:30PM  Grand Ballroom

Philadelphia Bandstand Closing Reception
SATURDAY  6:00PM TO 8:00PM  Grand Ballroom

*We plan to offer lunches available for purchase (not included in registration fee)
30TH ANNUAL PRECONFERENCE WORKSHOPS, FRIDAY SEMINARS, AND OTHER SESSIONS

SIOP – APA Division 14 is approved by the American Psychological Association to sponsor continuing education for psychologists. SIOP maintains responsibility for this program and its content. In addition, SIOP is an HR Certification Institute Approved Provider.

All sessions listed below are available for continuing education credit for both psychologists and HR professionals, except where noted. For complete details see http://www.siop.org/Conferences/CE

PRECONFERENCE WORKSHOPS: Wednesday, April 22, 2015; 8:30 am–12:00 pm and 1:30 pm–5:00 pm
Advance registration and additional fee required. 3.5 continuing education credits available per workshop attended.
1. Embedding High-Performance Culture Through New Approaches to Performance Management and Behavior Change
2. Identifying and Developing Leaders for Tomorrow's World
3. Mobile Assessment: The Horses Have Left the Barn...Now What?
4. Developing Globally Adaptive Leaders in a VUCA World
5. Getting Real With Big Data for Talent Analytics: Practical Matters
6. OFCCP and EEOC Enforcement Trends: Practical Tips for Mitigating Risk
7. All Data Big and Small: Using R Code to Improve Organizational Practice and Science
10. Half-Day MBA: Sharpen Your Business Acumen! (also offers HR business credit)
11. IRT and So Should You: Modernizing Your Assessment Programs

FRIDAY SEMINARS
Advance registration and additional fee required. 3 continuing education credits available per seminar attended.
FRIDAY SEMINAR 1 (Session 125): Statistical and Methodological Procedures for Meta-Analysis (for psychology credit only)
FRIDAY SEMINAR 2 (Session 126): The Science of Diversity at Work
FRIDAY SEMINAR 3 (Session 171): Longitudinal Data Analytic Techniques Using Latent Variables (for psychology credit only)
FRIDAY SEMINAR 4 (Session 172): Dark Triad and Socially Aversive Personality Traits in the Workplace

MASTER TUTORIALS
1.5 continuing education credits available per tutorial attended.
Session 224. 101 Things About Big Data You're Afraid to Ask (for psychology credit only)
Session 288. Getting Started With R: An Interactive and Hands-on Tutorial (for psychology credit only)
Session 314. Generating Instant Meta-Analyses Using the metaBUS Database and Construct Taxonomy (for psychology credit only)
Session 318. From Fix It to Mission Critical: The Evolution of Coaching in Organizations (for HR credit only)
Session 335. Using Background Checks in the Employee Selection Process

MASTER COLLABORATION
1.5 continuing education credits available for attending.
Session 265. Global I Meets Global O: Research and Practice on Selection and Work–Life

THEME TRACK: RETHINKING OUR APPROACH TO ORGANIZATIONAL SCIENCE
1.5 continuing education credits available for sessions 19, 41, 64, and 98. 1 credit for session 86. (for psychology credit only).
19. Theme Track: Improving the Peer Review Process: Advancing Science and Practice
41. Theme Track: Pursuing Better Science in Organizational Psychology
64. Theme Track: Modernizing Regression: Cool and Practically Useful Advances From Other Fields
86. Theme Track: Going Forward by Going Back: “Ignite” Our Basic Stats!
98. Theme Track: Big Data Advances from Computer Science and Statistics

In addition, the 30th Annual SIOP Conference has been preapproved for HR (General) recertification credit hours toward PHR, SPHR, and GPHR recertification through the HR Certification Institute. This is what we call the “all-conference” CE credit for PHR/SPHR/GPHR certified individuals. Exact number of hours will be made available soon on the conference CE web page and will be available in the conference news publication on site. Complete details regarding the continuing education credit that is available and how to earn CE credit can be found at http://www.siop.org/Conferences/CE.
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Laura Fyffe

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Sirota Research at SIOP 2015

Drivers of Engagement: An Occupation Specific and Personal Characteristics Approach (Symposium)
Presented by Anthony Caputo and Patrick Hyland, Ph.D. (Sirota), Christine Smith, Kristen Shockley, Erin Eatough, and Danielle R. Wald (Baruch College, The Graduate Center, CUNY). Ken Oehler (Aon Hewitt), Kevin Loo, Ryan Dullaghan, Meisha-ann Martin, and Marc Vicino (Jetblue Airways), Soner Dumanli (University of South Florida), and Jason D. Way (ACT, Inc.)
Thursday, April 23rd at 10:30am in Franklin 10

Surveying at SIOP – Current and Future Practices (Executive Block)
Presented by Peter Rutigliano, Ph.D. (Sirota), Charles Scherbaum, Ph.D. (Baruch College and Graduate Center, CUNY), Mark Poteet Ph.D. (Organizational Research & Solutions Inc.), and Tilman Sheets Ph.D. (Louisiana Tech University)
Thursday, April 23rd at 3:30PM in Grand B

Identifying Factors that Foster Employee Engagement: A Meta-analysis with SEM (Poster)
Authored by David W. Reeves, Ph.D. Patrick Hyland, Ph.D. and Anthony W. Caputo (Sirota)
Thursday, April 23rd at 3:30PM in Franklin Hall

Big Data and Identified Employee Surveys: Ethical Issues and Guidelines (Debate)
Debaters include Peter Rutigliano, Ph.D. (Sirota), Sara Weiner Ph.D. (IBM), Richard Guzzo Ph.D. (Mercer), Ralf Kloeckner Ph.D. (Google), Lise Saari Ph.D. (NYU & Baruch), and Charles A. Scherbaum, Ph.D. (Baruch College and the Graduate Center, CUNY)
Friday, April 24th at 8:00AM in Independence Ballroom

And Baby Makes...? Global Best Practice in Family Leave (Roundtable)
Roundtable session by Megan Connolly (Sirota), Natalie Dunn (Royal Dutch Shell), and Angela Grotto, Ph.D. (Manhattan College)
Friday, April 24th at 11:30AM in Grand I

Creating Scientist-Practitioners: I/O Programs Leveraging Corporate Advisory Boards (Panel)
Panelists include Peter Rutigliano, Ph.D. (Sirota), Terri Shapiro, Ph.D. (Hofstra University), Brian J. Ruggeberg Ph.D. (Aon Hewitt), Madelyn Marino (American Express), Cong Liu, Ph.D. (Hofstra University) Comila Shahani-Denning, Ph.D. (Hofstra University), and Kevin M. Dooley Ph.D. (Deutsche Bank)
Friday, April 24th at 12:00PM in Liberty C

An Insider’s Guide to Preparing for an Applied Career (Panel/Roundtable)
Presented by Laura Sywulak and Scott Gebhardt (Sirota), Tiffany Malloy (Guardian Life), Amy Gammon (Select International, Inc.), Kristin Cullen (Center for Creative Leadership), Jordan Stein (Illinois Institute of Technology), Casey Smith (Baruch College, The Graduate Center, CUNY), and Mary Margaret Sudholt (Florida Institute of Technology)
Friday, April 24th at 1:30PM in Grand I

Navigating Recruitment, Selection, and Disclosure for Employees with Disabilities (Panel)
Panelists include Peter Rutigliano, Ph.D. (Sirota), Anna Hulett (University of Georgia), Samuel Hunter Ph.D. (Pennsylvania State University), Christine Nitrrouer Ph.D. (Rice University), and David Baldridge Ph.D. (Oregon State University)
Friday, April 24th at 1:30PM in Grand B

Emotional Labor’s Perks and Pitfalls: A Conservation of Resources Approach (Poster)
Authored by Vivian A. Woo, Ph.D. (Sirota) and Maura Mills, Ph.D. (Hofstra University)
Friday, April 24th at 4:30PM in Franklin Hall

How to Have IMPACT: Turning Survey Data into Culture Change (Symposium)
Presented by Justin Black and Michelle Corman (Sirota), Alice Wastag (Denison Consulting), Steve Weingarden (Blue Cross Blue Shield of Michigan), and Meisha-ann Martin, Kevin Loo, and Marc Vicino (JetBlue Airways)
Friday, April 24th at 5:00pm in Grand K

You Think You Can Solve an I-O Problem? (Panel)
Panelists include Michael Meltzer (Sirota), Madhura Chakrabarti (Dell), Abbeer Dubey (Google), and Andrea Speath (Department of Psychiatry, University of Pennsylvania)
Saturday, April 25th at 3:30PM in Independence Ballroom
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<tr>
<td>8:30 AM</td>
<td>2 Talent Systems Only the End of the Beginning</td>
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<td>3 Disabilities and Veterans: Lessons Learned</td>
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<td>4 General Performance Effects in AC Ratings</td>
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<td>5 Assessment in the Digital Age</td>
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<td>6 Considering Team Mix for Staffing and Beyond</td>
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<td>9 The Candidate Experience</td>
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<td>10 One Size Does NOT Fit All in Engagement</td>
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<td>11 Success Tips for Master's-Level I-O Psychologists</td>
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LOCAL I-O RELATIONS COMMITTEE MEETING: Room 304 4:00PM TO 5:00PM

COMMITTEE ON ETHNIC AND MINORITY AFFAIRS MEETING: Room 502 4:00PM TO 5:00PM

INTERNATIONAL RECEPTION: Grand D 6:00PM TO 7:00PM

CEMA SOCIAL HOUR: JW’s (2nd floor) 6:00PM TO 7:00PM

MEMORIAL: LARRY JAMES: Grand C 6:30PM TO 7:30PM

SIOP NETWORKING RECEPTION, PRESENTED BY PEARSON VUE: Grand E-H 6:00 PM TO 8:00 PM


**2015 SIOP Conference**  
**TOPIC INDEX**  
Philadelphia, PA

**Careers/Mentoring/Socialization/Onboarding/Retirement**
- 21 Special Event: Dunnette Prize, Liberty C, 10:30 AM
- 22 Posters 1-4, 6-10, 12 Franklin Hall, 11:00 AM
- 35 One Program, Five Paths: Challenges and Opportunities in I-O Careers, Grand B, 12:00 PM
- 62 To Be or Not to Be?: Navigating I-O Career Options, Grand K, 1:30 PM
- 107 Learning From All Angles: New Perspectives on Mentoring Design, Grand L, 5:00 PM
- 109 Poster 1, Grand E-H, 6:00 PM

**Coaching/Leadership Development**
- 36 Leading Tomorrow’s Teams Today: The Future of Teams-Focused Leadership Development, Grand C, 12:00 PM
- 66 Getting More Than 10% From Formal Development Programs, Liberty C, 1:30 PM
- 83 New Directions in Leader Development Research, Grand J, 3:30 PM

**Consulting Practices/Ethical Issues**
- 55 Test Your Skills (Votel): I-O Experts Pose Real Client Dilemmas, Franklin 10, 1:30 PM
- 70 Clients 101: The Class You Wish You Took in School, 309-310, 3:30 PM

**Counterproductive Behavior/Workplace Deviance**
- 22 Poster 13, Franklin Hall, 11:00 AM
- 33 Posters 1-28, Franklin Hall, 12:00 PM
- 93 Poster 1, Franklin Hall, 4:30 PM
- 109 Posters 2-4, Grand E-H, 6:00 PM

**Emotions/Emotional Labor**
- 7 The Latest on Emotional Intelligence at Work: Happy 25th Anniversary!, 407-409, 10:30 AM
- 49 Encompassing Advanced and Differential Approaches to Emotional Contagion, 309-310, 1:30 PM
- 109 Poster 5, Grand E-H, 6:00 PM

**Employee Withdrawal (e.g., Absence, Turnover)/Retention**
- 22 Poster 5, Franklin Hall, 11:00 AM
- 42 Two Major Challenges in Turnover Research: Theory Proliferation and Time, Liberty AB, 12:00 PM
- 58 Turnover and Retention: Proximal Withdrawal States and Expanded Criterion, Grand C, 1:30 PM
- 77 Posters 1-2, Franklin Hall, 3:30 PM

**Global/International/Cross-Cultural Issues**
- 29 Boundaries Redrawn: Debunking Cultural Clusters With Local Assessment Data, 407-409, 12:00 PM
- 32 The International Test Commission’s Guidelines For Good Testing Practice, Franklin 10, 12:00 PM
- 71 Going Global With Assessment Programs: Why They Work, 401-403, 3:30 PM

**Groups/Teams**
- 6 Team Composition: Considering Team Mix For Staffing and Beyond, 404, 10:30 AM
- 30 Emerging Issues in the Study of Spaceflight Teams, Franklin 08, 12:00 PM
- 75 Multiteam Systems: Determinants and Dynamics of Emergent States, Franklin 09, 3:30 PM
- 109 Posters 6-8, Grand E-H, 6:00 PM

**Human Factors/Ergonomics**
- 85 Where Does Workplace Design Fit in the I-O Tool Box?, Grand L, 3:30 PM

**Inclusion/Diversity (E.g., Sexual Orientation, Race, Gender)**
- 20 Bystanders, Allies, and Advocates: Recognizing “Others” in Workplace Crisis Situations, Liberty AB, 10:30 AM
- 26 Intra- and Interpersonal Antecedents and Outcomes of Stigmatized Identity Management, 309-310, 12:00 PM
- 33 Poster 29, Franklin Hall, 12:00 PM
- 72 How I-O Psychology Can Respond to Ferguson, 404, 3:30 PM
- 80 The Millennial Profile: Truth, Trash or Trivial?, Grand C, 3:30 PM
- 95 New Methods in Examining Workplace Outcomes of LGB Identity Management, Grand B, 4:30 PM
- 105 Early Career Opportunities and Pitfalls For Female I-O Graduates, Grand C, 5:00 PM
- 109 Poster 9, Grand E-H, 6:00 PM

**Innovation/Creativity**
- 67 Posters 1-11, Franklin Hall, 2:00 PM
- 84 Individual Differences and the Creative Process: Implications for Talent Identification, Grand K, 3:30 PM

**Job Analysis/Job Design/Competency Modeling**
- 39 Overcoming Challenges to Talent Management System Implementation: Second Generation Focus, Grand K, 12:00 PM

**Job Attitudes/Engagement**
- 10 One Size Does Not Fit All: How Personal Characteristics Shape Engagement, Franklin 10, 10:30 AM
- 63 Profiling Commitment: Person-Centered Approaches to Organizational Commitment, Grand L, 1:30 PM
- 67 Poster 12, Franklin Hall, 2:00 PM
- 69 Manage Your Energy, Not Just Your Time, 305-306, 3:30 PM
- 77 Posters 3-28, Franklin Hall, 3:30 PM
- 109 Poster 10, Grand E-H, 6:00 PM

**Job Performance/Citizenship Behavior**
- 67 Posters 13-30, Franklin Hall, 2:00 PM
- 93 Poster 2, Franklin Hall, 4:30 PM

**Judgment/Decision Making**
- 81 Evaluating Good Decision Making Starts With Making Good Decisions, Grand D, 3:30 PM

**Leadership**
- 1 Opening Plenary, Grand E-H, 8:30 AM
- 16 Scientist or Leader? Misconceptions, Challenges and New Considerations, Grand J, 10:30 AM
- 27 Untangling Toxic Leadership: A Convoluted Construct and Its Underlying Assumptions, 401-403, 12:00 PM
- 50 Toward a New Narrative for the Leadership Gender Agenda, 401-403, 1:30 PM
- 87 Executive Board Special Session: A Conversation With SIOP Leadership, Liberty AB, 3:30 PM
- 88 Shared Leadership in Teams: Contemporary Perspectives in Diverse Contexts, Liberty C, 3:30 PM
- 94 Listening: Why Should You and Why Should You Not?, Grand A, 4:30 PM
- 102 How Leaders Better Engage Their Teams in Times of Change, 407-409, 5:00 PM

**Legal Issues/Employment Law**
- 3 OFCCP New Regulations on Disability and Veterans’ Status: Lessons Learned, 305-306, 10:30 AM
- 33 Poster 30, Franklin Hall, 12:00 PM
- 60 Current Issues in EEO Law, Grand I, 1:30 PM
- 82 Legal Risk Points in Talent Assessment: Surveying the Landscape, Grand I, 3:30 PM

**Measurement/Statistical Techniques**
- 13 Ideal Point IRT Modeling: Recent Breakthroughs for Noncognitive Measurement, Grand C, 10:30 AM
18. Analytics in Action: Practical Considerations for Working With Data, Grand L, 10:30 AM
19. Theme Track: Improving the Peer Review Process: Advancing Science and Practice, Independence Ballroom, 10:30 AM
41. Theme Track: Pursuing Better Science in Organizational Psychology, Independence Ballroom, 12:00 PM
64. Theme Track: Modernizing Regression: Cool and Practically Useful Advances From Other Fields, Independence Ballroom, 1:30 PM
86. Theme Track: Going Forward By Going Back: “Ignite” Our Basic Stats!, Independence Ballroom, 3:30 PM
93. Poster 3, Franklin Hall, 4:30 PM
98. Theme Track: Big Data Advances From Computer Science and Statistics, Independence Ballroom, 4:30 PM
109. Poster 11, Grand E-H, 6:00 PM

Occupational Health/Safety/Stress and Strain/Aging
14. Connecting Social Identities to Well-Being in the Workplace, Grand D, 10:30 AM
46. Poster 1-21, Franklin Hall, 1:00 PM
57. Addictions and Vices and Work, Oh My!, Grand B, 1:30 PM
74. Employee–Organization Relationships and Employee Health, Franklin 08, 3:30 PM
108. Job (in)Security: Resource Loss Versus Gain Spirals, Liberty C, 5:00 PM

Organizational Culture/Climate
23. Predicting Organizational Climate or Culture Fit Through Assessments, Grand I, 11:30 AM
78. Distinguished Professional Contributions Award: Toward a Theory of Employee Preferences, Grand A, 3:30 PM
90. Private Equity: From “Cost-Cutting” to “More Culture Please”, 309-310, 4:30 PM

Organizational Justice
46. Poster 22, Franklin Hall, 1:00 PM
77. Poster 29-30, Franklin Hall, 3:30 PM
101. Dist. Early Career Contributions-Science Award: Fairness and Emotions at Work: Multilevel Findings and New Directions, 401-403, 5:00 PM

Organizational Performance/Change/Downsizing/OD
61. Taking a Positive Approach to Create Leadership and Organizational Excellence, Grand J, 1:30 PM

Performance Appraisal/Feedback/Performance Management
8. Getting Rid of Performance Ratings: Genius or Folly?, Franklin 08, 10:30 AM
76. Finding Value in 360-Feedback Rater Disagreements, Franklin 10, 3:30 PM

Personality
15. Navigating Introversions as an I-O: Capitalizing on the “I”, Grand I, 10:30 AM
44. Psychological Entitlement at Work: Coping With and Managing Difficult Employees, Grand I, 12:30 PM
91. Measuring Implicit Motives via Conditional Reasoning, 404, 4:30 PM
93. Poster 3, Franklin Hall, 4:30 PM

Prosocial (E.g., Humanitarian Work Psychology, Corporate Social Responsibility, Sustainable Development)
17. UN Initiatives for Women: How Can I-O Help?, Grand K, 10:30 AM
51. I-O for the Greater Good: Prosocial Applications of Our Expertise, 404, 1:30 PM
96. Industrial-Organizational Psychology and the United Nations Sustainable Development Goals, Grand I, 4:30 PM

Research Methodology (e.g., Surveys)
40. Social Science and the Digital Revolution, Grand L, 12:00 PM
59. From Data to Doing Something: Driving Action With Survey Insights, Grand D, 1:30 PM
79. Executive Board Special Session: a Data-Driven Approach to Improving SIOP: Practicing What We Preach, Grand B, 3:30 PM
100. Employee Engagement Surveys: Is There a Better Way?, 302-304, 5:00 PM
109. Poster 12, Grand E-H, 6:00 PM

Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)
9. The Candidate Experience: What Applicants Want, What Companies Need, Franklin 09, 10:30 AM
24. Attention! Integrating Military Veterans in to the Workforce, 302-304, 12:00 PM
53. Innovative Approaches to Talent Identification: Bridging Science and Practice, Franklin 08, 1:30 PM
73. Cutting to the Chase: Streamlining the Hiring Process, 407-409, 3:30 PM
104. Improving Selection in the Government: Challenges From NASA, FAA, NSÂ, Franklin 10, 5:00 PM
341. Silver Tsunami: A Concern for Organizations or Awesome Band Name?, Independence Ballroom, 1:30 PM
343. Box Scores and Bottom Lines: Sports Data and Staffing Research, Liberty C, 1:30 PM

Strategic Hr/Utility/Changing Role of HR
2. Talent Systems Implementations: Only the End of the Beginning, 302-304, 10:30 AM
48. Research Collaboration Among Academics and Practitioners: Opportunities and Challenges, 305-306, 1:30 PM

Teaching I-O/Student Affiliate Issues/Prof. Development
11. No PhD? No Problem! Success Tips for Master’s-Level I-O Psychologists, Grand A, 10:30 AM
25. Dos and Don’ts of Graduate School: Surviving and Thriving, 305-306, 12:00 PM
45. Dist.Teaching Contributions Award: Staying Engaged and Effective in Teaching and Mentoring Throughout One’s Career, 501, 12:30 PM
47. What Does a Master’s in Industrial-Organizational Psychology Mean? Part II, 302-304, 1:30 PM
103. What Employers Want in Master’s Hires: Landing the First Job, Franklin 08, 5:00 PM
109. Poster 13, Grand E-H, 6:00 PM

Technology (e.g., Gamification, Social Media, Simulations)
12. Linear I-O in an Exponential World: Keeping Pace With Technology, Grand B, 10:30 AM
28. Envisioning the Future of I-O, 404, 12:00 PM
34. Exploring Pathways and Roadblocks to Successful Workplace Technology Implementation, Grand A, 12:00 PM
52. I-Os as Technologists: To Start, Press Any Key, 407-409, 1:30 PM

Testing/Assessment (e.g., Selection Methods; Validation; Predictors)
4. Perspectives on General Performance Effects in Assessment Center Ratings, 309-310, 10:30 AM
5. Conducting Assessments in the Digital Age, 401-403, 10:30 AM
31. Workforce Analytics’ Impact on Validating Employee Selection Procedures, Franklin 09, 12:00 PM
37. Faking Indicators: Effectiveness, Convergence, and Impact on Validity, Grand D, 12:00 PM
43. Ignite Session: Connecting Research and Practice in Employee Selection, Liberty C, 12:00 PM
54. Innovations in SJT Formats and Scoring, Franklin 09, 1:30 PM
65 Advancing Test Development Practices: Modern Issues and Technological Advancements, Liberty AB, 1:30 PM
68 Transportability: Boundaries, Challenges, and Standards, 302-304, 3:30 PM
92 Examining Alternatives to Criterion-Related Validity Studies When Setting Worker Requirements, Franklin 09, 4:30 PM
93 Posters 4-30, Franklin Hall, 4:30 PM
97 Cows in Canada? Examining Nontraditional Interview Questions, Grand K, 4:30 PM

Training
56 New Directions For Understanding Training Effectiveness, Grand A, 1:30 PM

Work and Family/Non-Work Life/Leisure
22 Posters 11-29, Franklin Hall, 11:00 AM
38 Understanding the Work–Family Implications of Relationships With Leaders, Grand J, 12:00 PM
46 Poster 23, Franklin Hall, 1:00 PM
106 We’re All in This Together: Individual and Organizational Work–Family Interventions, Grand J, 5:00 PM

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* Multiple stakeholders and the gap between research and practice
* Change in I-O’s mindset and toolset
* Integrating assessments and talent management systems: evolving the discussion
* Using self-set goals to compensate for low personal initiative (Poster)
1. Special Events: 8:30 AM-9:50 AM

Grand E-H

Opening Plenary

Steve W. J. Kozlowski, Michigan State University, Chair

Jose M. Cortina, George Mason University, Presenter

2. Symposium/Forum: 10:30 AM-11:50 AM

302-304

Talent Systems Implementations: Only the End of the Beginning

Implementations of talent systems have become a core focus in companies large and small. This symposium identifies similar and unique challenges that companies face during the talent implementation process. Presenters will discuss their company’s journeys including major decisions, key challenges and successes, and lessons learned.

Amanda C. Shull, Guardian Life, Chair

Amanda C. Shull, Guardian Life, Rachel Ryan, Baruch College and The Graduate Center, Tiffany Ivory, Sirotai Survey Intelligence, Tanzeem T. Khan, Baruch College, City University, Jennie Tsang, Guardian Life, The Never Ending Road to Talent Data: The Guardian Story

Allan H. Church, PepsiCo, What Were We Thinking? Living With Talent Management Systems

Lilia Hayrapetyan, XL Group, Mariangela Battista, XL Group, Transforming Human Resources at XL Group

Andrew Biga, JetBlue Airways, Talent Management: An Integrated Approach

Submitted by Amanda Shull, amandacshull@gmail.com

3. Roundtable Discussion/Conversation Hr: 10:30 AM-11:50 AM

305-306

OFCCP New Regulations on Disability and Veterans’ Status: Lessons Learned

In September 2013, the OFCCP published new regulations that impact federal contractors’ practices regarding recruitment of individuals with disabilities and veterans, and the tracking of additional related data. This roundtable/conversation hour will encourage the sharing of lessons learned as these new regulations have been implemented over the past year.

Tracey Tafero, Select International, Host

Steven Jarrett, Select International, Host

Submitted by Steven Jarrett, sjarrett@selectintl.com

4. Symposium/Forum: 10:30 AM-11:50 AM

309-310

Perspectives on General Performance Effects in Assessment Center Ratings

Emerging research is beginning to report on general performance (g) effects in AC ratings. The papers in this symposium (a) discuss alternative theoretical and (b) operational definitions of g, report on (c) the prevalence of g, and (d) provide a validation g’s nomological network.

Charles E. Lance, Organizational Research & Development, LLC., Co-Chair

Alexander C. LoPlatto, University of Georgia, Co-Chair

Caitlin M. Porter, Purdue University, Deborah E. Rupp, Purdue University, Sang Eun Woo, Purdue University, Defining the General Performance Construct Behaviorally

Sean P. Baldwin, HumRRO, Dan J. Putka, HumRRO, Aggregation and Method Matter: Sizing up an AC General Factor

Allison B. Siminovsky, University of Georgia, Brian J. Hoffman, University of Georgia, Charles E. Lance, Organizational Research & Development, LLC., Revised Estimates of General Performance Effects on AC Ratings

Klaus G. Meichers, Universität Ulm, Pascale Lutz, Universität Sankt Gallen, Andreja Wirz, University of Zurich, Natalia Merkulova, University of Zurich, Martin Kleinnmann, University of Zurich, Nomological Validity of the General Performance Factor in AC Ratings

Submitted by Alexander LoPlatto, alex.loplatto@gmail.com

5. Panel Discussion: 10:30 AM-11:50 AM

401-403

Conducting Assessments in the Digital Age

This session will discuss current issues in using technology to enable assessments, including mobile devices and online assessment centers. Furthermore, the use of a candidate’s “digital footprint” as a potential assessment approach will be demonstrated. Implications of these technologies for practice and future research will be discussed.

Mark S. Urban, Right Management, Chair

Daniel B. Koletsky, Sears Holdings Corp., Panelist

Margherite Brucci, Sears Holdings Corporation, Panelist

Jennifer E. Lowe, Hogan Assessment Systems, Panelist

Matthew R. Tonken, BTS, Panelist

Scott Dettman, Right Management, Panelist

Submitted by Mark Urban, markurban@netzero.net

6. Community of Interest: 10:30 AM-11:50 AM

404

Team Composition: Considering Team Mix for Staffing and Beyond

Suzanne T. Bell, DePaul University, Host

Jamie S. Donsbach, Group for Organizational Effectiveness, Host

7. Panel Discussion: 10:30 AM-11:50 AM

407-409

The Latest on Emotional Intelligence at Work: Happy 25th Anniversary!

This session will present the latest research on emotional intelligence (EI) in organizations. Issues concerning definitional and measurement aspects will also be discussed. Topics will include the implications of EI for work-related outcomes, the potential dark side of EI, the novel generation of instruments and future challenges of the field.

Neal M. Ashkanasy, University of Queensland, Chair

Elise Bausseron, University of Queensland, Co-Chair

Marina Fiori, University of Lausanne, Panelist

Dana Joseph, University of Central Florida, Panelist

Ronald H. Humphrey, Virginia Commonwealth University, Panelist

Michael R. Sanger, Hogan Assessment Systems, Panelist

Catherine S. Daus, Southern Illinois University-Edwardsville, Panelist

Submitted by Elise Bausseron, e.bausseron@business.uq.edu.au

8. Debate: 10:30 AM-11:50 AM

Franklin 08

Getting Rid of Performance Ratings: Genius or Folly?

Several organizations have recently announced that ratings will no longer be employed as part of performance management. Two teams composed of practitioners and academics with extensive experience in performance appraisal will debate whether this is good or bad practice, engaging audience perspectives, and highlighting key issues and tradeoffs.

Elaine D. Pulakos, PDRI, a CEB Company, Moderator

Kevin R. Murphy, Colorado State University, Presenter

Alan L. Colquitt, Eli Lilly & Company, Presenter

Terry A. Hauer, Kelly Services, Presenter

Amy Dawgert Grubb, Federal Bureau of Investigation, Presenter

Seymour Adler, Aon Hewitt, Presenter

Michael A. Campion, Purdue University, Presenter

Submitted by Seymour Adler, seymour_adler@aon.com

9. Panel Discussion: 10:30 AM-11:50 AM

Franklin 09

The Candidate Experience: What Applicants Want, What Companies Need

Findings from 347 organizational and 169,000 candidate responses gathered over 4 years via the Candidate Experience Survey serve as the framework for a discussion about the complexities, challenges, and opportunities for improvement in recruiting and selection practices. Practitioners, along with academic and industry thought leaders, offer best practice insights.

Jacqueline Carpenter, SHAKER, Chair

Gerry Crispin, CareerXRoads, Panelist
10. Symposium/Forum: 10:30 AM-11:50 AM
Franklin 10
One Size Does NOT Fit All: How Personal Characteristics Shape Engagement
Work engagement is a growing construct of interest to academics and practitioners. However, the individual factors that impact employee engagement levels are relatively unexplored in the literature. The studies in this symposium examine a number of these individual factors that all alter employee engagement.
Christine R Smith, Baruch College & The Graduate Center, CUNY, Co-Chair
Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Co-Chair
Kevin Loo, JetBlue, Ryan Dullaghan, JetBlue Airways, Meisha-ann Martin, JetBlue Airways, Marc Vicino, JetBlue Airways, Different Strokes for Different Folks: Engagement Drivers Based on Age
Anthony W. Caputo, Teachers College, Columbia University, Patrick K. Hyland, Sirola Survey Intelligence, Drivers of Engagement: An Occupation Specific and Personal Characteristics Approach
Erin Eatough, Baruch College, City University, Soner Dumanli, University of South Florida, Danielle R. Wald, Baruch College, City University, Jason D. Way, ACT, Inc., Overqualified Employees: Predicting Performance Through Engagement and Sense of Call
Christine R. Smith, Baruch College & The Graduate Center, CUNY, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Engagement Needs-Supplies Fit With Power and Status as Moderators
Ken Oehler, Aon Hewitt, Discussant
Submitted by Christine Smith, csmith@gc.cuny.edu

11. Panel Discussion: 10:30 AM-11:50 AM
Grand A
No PhD? No Problem! Success Tips for Master’s-Level I-O Psychologists
Master’s-level I-O psychologists face unique challenges in the workplace compared to their doctoral counterparts. A panel of 4 seasoned master’s-level practitioners will provide guidance to entry- and midlevel practitioners, master’s level educators, and SIOP leaders on career preparation, progression, and visibility issues necessary for sustained success in the field.
Satoris S. Culbertson, Kansas State University, Co-Chair
Jaime B. Henning, Eastern Kentucky University, Co-Chair
Adam W. Hilliard, Walmart, Panelist
Tiffany Rahn, Navigator Management Partners, Panelist
Jeffrey M. Saltzman, OrgVitality, Panelist
Douglas Wolf, Select International, Panelist
Submitted by Satoris Culbertson, satoris@ksu.edu

12. Panel Discussion: 10:30 AM-11:50 AM
Grand B
Linear I-O in an Exponential World: Keeping Pace With Technology
With the exponential growth of technological advancements that are fundamentally changing how individuals and organizations operate at work, I-O psychology as a field must take an introspective, critical look at how its research methods and applied practices are keeping pace with or falling behind the technological curve.
Neil Morelli, Logi-Serve LLC, Chair
Scott Boyd, Best Buy Co., Inc., Panelist
Dennis Doverspike, University of Akron, Panelist
Charles A. Handler, Rocket-Hire LLC, Panelist
A. James Illingworth, APTMetrics, Inc., Panelist
Submitted by Neil Morelli, neil.morelli@gmail.com

13. Symposium/Forum: 10:30 AM-11:50 AM
Grand C
Ideal-Point IRT Modeling: Recent Breakthroughs for Noncognitive Measurement
Recent research suggests great promise for ideal-point IRT in noncognitive measurement, and presents exciting questions and unique challenges for scientists and practitioners. This symposium presents recent breakthroughs in this area, addressing how using ideal-point models impacts substantive conclusions; explores less commonly utilized models; and presents cutting-edge methods for improving estimation.
Wei Wang, University of Central Florida, Chair
Nathan T. Carter, University of Georgia, Co-Chair
Nathan T. Carter, University of Georgia, Li Guan, University of Georgia, Dev K. Dalal, University of Connecticut, Alexander C LoPilato, University of Georgia, The Need for Unfolding Measurement Models in Testing for Curvilinearity
Jacob Seyerdt, Educational Testing Service, Stephen Stark, University of South Florida, Seokjoon Chun, University of South Florida, Philekio See, University of South Florida, Investigating Alternative Ideal Point Models for Noncognitive Assessment
Wei Wang, University of Central Florida, Jimmy de la Torre, Rutgers, The State University of New Jersey, Fritz Dragos, University of Illinois at Urbana-Champaign, Estimation Recovery Under Bifactor Ideal-Point Data Through MCMC Method
Michael J. Zickar, Bowling Green State University, Discussant
Submitted by Wei Wang, wei.wang@ucf.edu

14. Symposium/Forum: 10:30 AM-11:50 AM
Grand D
Connecting Social Identities to Well-Being in the Workplace
This symposium presents new findings about the effects of social identification with occupations on employee stress and well-being in the workplace. A blend of experimental, multilevel, longitudinal, and theoretical research is presented to highlight the importance of social identities and offer actionable directions for future research and practice.
Jason Dahling, The College of New Jersey, Co-Chair
Allison S. Gabriel, Virginia Commonwealth University, Co-Chair
Kristin M. Schnatter, The College of New Jersey, Jason Dahling, The College of New Jersey, Occupational Identity Buffers the Negative Effects of Surface Acting
Allison S. Gabriel, Virginia Commonwealth University, James M. Diefendorf, University of Akron, Rebecca J. Erickson, University of Akron, Does Coping Always Count? Understanding Identity Commitment and Self-Esteem
William Becker, Texas Christian University, Samantha A. Conroy, Colorado State University, Jochen I. Menges, University of Cambridge, An Emotion-Based View of Professional Identity and Turnover Intentions
Russell E. Johnson, Michigan State University, Discussant
Submitted by Jason Dahling, dahling@tcnj.edu

15. Roundtable Discussion/Conversation Hr: 10:30 AM-11:20 AM
Grand I
Navigating Introversion as an I-O: Capitalizing on the “I”
Roughly half of the population is introverted. For I-Os, perhaps it’s more. Join us to discuss the question: How can introverted I-O psychologists be most successful in practice? A learning community will be formed to help each other find the best ways to be I-O and introverted.
Miriam T. Nelson, Aon Hewitt, Host
Paula A. Schlesinger, ITO Development, Host
Submitted by Miriam Nelson, miriam.nelson@aonhewitt.com

16. Symposium/Forum: 10:30 AM-11:50 AM
Grand J
Scientist or Leader? Misconceptions, Challenges and New Considerations
Scientists as leaders in organizations remains understudied. This symposium brings together practitioners who do leadership development of science-based organizations with scholars from the Science of Team Science to discuss solutions experiences they have faced and the need to advance our conceptualizations of a scientific leader of people.
Paige J. Deckert, Pennsylvania State University, Co-Chair
Candace Blair Cronin, ICF International, Co-Chair
Candace Blair Cronin, ICF International, Michelle Paul Heelan, ICF International, Developing Scientists Into Effective Leaders, Is That Possible? Common Misconceptions

Steven N. Aude, ICF International, The Challenges and Unique Circumstances of Developing Scientists as Leaders

Kara Hall, National Cancer Institute, Amanda L Vogel, National Institute of Health, Scientific Identity and Leadership in the Era of Collaboration

Stephen M. Fiore, University of Central Florida, Kara Hall, National Cancer Institute, Leading Across Levels in Science

Nathan J. Hiller, Florida International University, Discussant

Submitted by Paige Deckert, paige.deckert@icfi.com

17. Panel Discussion: 10:30 AM-11:50 AM

Grand K

UN Initiatives For Women: How Can I-O Help?

The UN is launching important global initiatives related to women and work. This session will provide insights on these initiatives and engage a select panel on how I-O research/practice can help. The panel consists of 4 highly-experienced I-O researchers/practitioners who are experts in areas related to women and work.

Lise M. Saari, NYU & Baruch, Chair

Karen S. Lyness, Baruch College & Graduate Center, CUNY, Panelist

Virginia E. Schein, Gettysburg College, Panelist

Aarti Shyamsunder, PepsiCo, Panelist

Brian Welle, Google, Panelist

Adam T. Myer, Johnson & Johnson, Panelist

Discussant

Nathan J. Hiller, Florida International University, Discussant

Submitted by Lise Saari, Lise.Saari@nyu.edu

18. Panel Discussion: 10:30 AM-11:50 AM

Grand L

Analytics in Action: Practical Considerations for Working With Data

A panel of corporate, executive, and academic experts will explore themes focused on common considerations and challenges when working with data, including computing logistics, deliverable management, data exploration, and organizational considerations. Participants will walk away with practical tips and tricks about how to better support their teams, stakeholders, and projects.

Christopher M. Rosett, Verizon Wireless, Chair

Brian Welle, Google, Panelist

Richard A. Guzzo, Mercer, Panelist

Christopher Shryock, PepsiCo, Panelist

Binderya Enkhbold, Verizon Communications, Panelist

Adam T. Myer, Johnson & Johnson, Panelist

Submitted by Christopher Rosett, rosettc2@gmail.com

19. Special Events: 10:30 AM-11:50 AM

Independence Ballroom

Theme Track: Improving the Peer Review Process: Advancing Science and Practice

Breakdowns in the peer review process result in the retraction of published articles, an inability to replicate studies, and research with little application to practice. The goal of this session is to provide authors and reviewers with information and tools they can use to improve the quality of published research.

Jeffrey R. Edwards, University of North Carolina, Presenter

Scott Highhouse, Bowling Green State University, Presenter

Nancy T. Tippins, CEB, Presenter

Robert J. Vandenberg, University of Georgia, Presenter

Jeff W. Johnson, PDRI, a CEB Company, Coordinator

Submitted by Scott Tondanadel, sctonianadel@davidson.edu

20. Symposium/Forum: 10:30 AM-11:50 AM

Liberty AB

Bystanders, Allies, and Advocates: Recognizing “Others” in Workplace Crisis Situations

This symposium examines third-party bystanders in workplace situations. The research highlights the person- and situation-related factors that influence bystanders’ perceived responsibility of confronting prejudice, reactions to threats to masculinity, willingness to advocate for women, and intentions to report or intervene in sexual harassment situations.

Larry R. Martinez, The Pennsylvania State University, Co-Chair

Enrica N. Ruggs, University of North Carolina at Charlotte, Co-Chair

Alex P. Lindsey, George Mason University, Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, Kathryn A. Morris, Butler University, Stephanie A. Goodwin, Wright State University, Leadership and the Assumption of Responsibility for Confronting Discrimination

Veronica C. Rabelo, University of Michigan, Lilia M. Cortina, University of Michigan, Man Up! Avenging Assaults on Masculinity at Work

Rachel Trump, Rice University, Nathan Parker, Rice University, Michelle (Mikki) Hebl, Rice University, Christine L. Nittrouer, Rice University, Engaging Men: How Men Can Serve as Allies to Women

Kayla Weaver, The Pennsylvania State University, Larry R. Martinez, The Pennsylvania State University, Bystanders’ Intentions to Intervene or Report in Sexual Harassment Situations

Mindy E. Bergman, Texas A&M University, Discussant

Submitted by Larry Martinez, martinez@psu.edu

21. Special Events: 10:30 AM-11:20 AM

Liberty C

Special Event: Dunnette Prize

Join us for the inaugural presentation of the Dunnette Prize. This award is given to honor living individuals whose work has significantly expanded knowledge of the causal significance of individual differences through advanced research, development, and/or application.

David Baker, Awards Chair

22. Poster Session: 11:00 AM-11:50 AM

Franklin Hall

Careers/Socialization/Retirement/Work-Family

22-1 Risky Business: When Do Women Accept High-Risk Pay Systems?

This study evaluated the contexts in which women consider high-risk pay opportunities. Results revealed that women prefer high-risk pay opportunities in some contexts. Specifically, gendered wording in advertisements and self-reported masculinity affected the relationship between pay range and women’s likelihood of applying to positions.

Samantha A. Conroy, Colorado State University

Katherine U. Kosna, University of Arkansas

Shannon L. Rawski, University of Arkansas

Emilia Djurdjevic, University of Arkansas

Submitted by Samantha Conroy, samantha.conroy@business.colostate.edu

22-2 Developing a Model of Newcomer Socialization According to Stress Theory

This paper presents a conceptual model of the socialization process through the lens of stress theory. Reasearch identifies factors relevant to the experience of stress for newcomers, points to organizational and employee driven inputs that can assist in building resources, and highlights natural points for integration between these literatures.

Allison M. Ellis, Portland State University

Taiya N. Bauer, Portland State University

Layla R. Mansfield, Portland State University

Allison M. Ellis, Portland State University

Submitted by Allison Ellis, ame2@pdx.edu

22-3 Work Values and Postretirement Work Intentions

This research investigated relationships between work values and 5 types of postretirement work intentions (voluntary work, general paid work, same-employer work, other-employer work, self-employed work). Data from 1,071 employees were used to test the hypotheses. The identified work value–work type combinations add to the literature on postretirement work.

Veronica C. Rabelo, University of Michigan, Lilia M. Cortina, University of Michigan

Submitted by Ulrike Fasbender, fasbender@leuphana.de
22-4 Mentoring: A Dynamic and Socially Driven Process of Learning
How are effective mentoring relationships, those most likely to deliver learning benefits to mentor, protégé and the organization alike, identified, established, and nurtured over time? Mentoring’s unique contributions to learning, and the important relationships between mentoring, learning, and social interaction, are explored with a dynamic conceptual model.
Jerry P. Flynn, Virginia Tech
Submitted by Jerome Flynn, jflynn1@vt.edu

22-5 Extra Work On and Off the Job: Differentiating Occupational Versus Organizational Turnover
Occupational turnover is juxtaposed with organizational turnover and decisions to stay, noting differences and commonalities in antecedents leading to each outcome. Two types of “extra work,” moonlighting and organizational citizenship behavior, are shown to be proximal predictors of occupational change, but not intraindustry organizational change.
Jerry P. Flynn, Virginia Tech
Ryan D. Zimmerman, Virginia Tech
Brian W. Swider, Georgia Institute of Technology
Jeffrey B. Arthur, Virginia Tech
Submitted by Ryan Zimmerman, zdzimmer@vt.edu

22-6 Testing Timing of Delivery Effect of a Cross-Cultural Training Program
This poster examined how timing of delivery impacted the effectiveness of a cross-cultural training program in a quasi-experimental field study with a group of international students. Results indicated that the timing of delivery had an impact on utility perceptions and an indirect impact on adjustment through utility perceptions.
Ning Hou, Auburn University
Jinyan Fan, Auburn University
Submitted by Ning Hou, nzh0008@auburn.edu

22-7 The Pros and Cons of Being an Organizational Lynchpin
A measure of core (versus peripheral) position (CPP) was developed to assess the power (i.e., criticality, nonsubstitutability, pervasiveness, and immediacy) of employee positions. Perceived organizational worth mediated the effect of CPP on employee experienced meaningfulness. Moreover, CPP accounted for unique variance beyond that explained by perceived power and task significance
Lixin Jiang, University Wisconsin Oshkosh
Tom Tripp, Washington State University
Tahira M. Probst, Washington State University Vancouver
Submitted by Lixin Jiang, ljiang@uwosh.edu

22-8 The Effects of Prior Experienced Interpersonal Mistreatment on Newcomer Adjustment
This conceptual paper proposes a theoretical bridge between research on interpersonal mistreatment and the extant research domain of newcomer adjustment. It is proposed that experience of interpersonal mistreatment in a prior organization will impact detrimentally on targets-turned-newcomers’ adjustment through the target-turned-newcomer’s reported cynicism, and his/her engagement in ruminating.
Mercy C. Oyet, Memorial University of Newfoundland
Michael J. Withey, Memorial University
Submitted by Mercy Oyet, v24cmo@mun.ca

22-9 Career Orientations’ Effect on Older Employees’ Job Satisfaction—Turnover Intention Relationship
This study was conducted to clarify the moderating effects of age and career orientation on the job satisfaction-turnover intention relationship. The results based on three samples revealed that older employees react with high turnover intention or job change behavior in a dissatisfying job if they have an independent career orientation.
Cecile Tschopp, ETH Zurich
Gudela Grote, ETH Zurich
Nicole Koeppe1, University of Zurich, Switzerland
Submitted by Cecile Tschopp, ctschopp@ethz.ch

22-10 Effective Socialization of New Hires in the Federal Government
This study examined how the manner in which the hiring, onboarding, and socialization process for new hires in the federal government influences occupational attitudes. Findings showed that 8 factors involving the hiring process, formal orientation, and socialization were related to job and organizational satisfaction over a 12-month period.
Benjamin E. Liberman, United States Office of Personnel Management
Jessica D. Wooldridge, University at Albany, SUNY
Andrew DeCesare, University at Albany, SUNY
Renee Vincent, Missouri State University
Steven R. Burnkrant, U.S. Office of Personnel Management
Sarah Johnson, Alliant International Univ
Submitted by Benjamin Liberman, bel2104@columbia.edu

22-11 Childcare Arrangement Characteristics as Predictors of Employment Tradeoffs
This study examined how employees’ childcare arrangement characteristics influence their decision to participate in employment tradeoffs. Findings showed that childcare arrangement satisfaction and childcare quality were negatively related to employment tradeoffs, whereas childcare costs were positively related to employment tradeoffs.
Benjamin E. Liberman, United States Office of Personnel Management
Submitted by Benjamin Liberman, ben.liberman@gmail.com

22-12 To Stress or Not to Stress: Can a Mentor Help?
This study aims to examine the influence of mentoring on the relationship between trait neuroticism and levels of burnout experienced by individuals in the workplace. Survey results among 325 employees indicated that individuals who received mentoring reported attenuated relationships between self-reported levels of neuroticism and levels of burnout experienced.
Lebena S. Varghese, Northern Illinois University
Sarah F. Bailey, Northern Illinois University
Lisa Finkelestein, Northern Illinois University
Larissa Barber, Northern Illinois University
Submitted by Lebena Varghese, Z1714894@students.niu.edu

22-13 Effect of Self-Compassion on Work-to-Family Incivility
Two-wave data from 137 employees and their spouses showed that experiences of workplace incivility were associated with increased psychological distress, which in turn predicted increased incivility toward spouses. Self-compassion, but not empathy, of employees was found to reduce such negative spillover effects.
Xinxin Li, National University of Singapore
Sandy Lim, National University of Singapore
Yang Guo, National University of Singapore
Submitted by Xinxin Li, xinxin.li@nus.edu.sg

This cross-cultural comparison investigates the role of culture, elder-care demands, and interrole transitions within the work–family conflict context. Findings were mainly consistent in China and America, and mediation analyses indicate a relationship between elder-care demands and work–family conflict through family-to-work transitioning. Limitations, future research suggestions, and implications are discussed.
John P. Agosta, SUNY Albany
Michael T. Ford, University at Albany, SUNY
Jia Fei Jin, Southwestern University of Finance and Economics
Submitted by John Agosta, jagosta@albany.edu

22-15 Gender Differences in the Crossover of Job Burnout in Dyads
This study investigates crossover of job burnout in dual-income couples, due to work–family conflict. Data from 259 dual-income couples from Korea showed that work-to-family conflict was related to burnout. Cross-over of burnout from wives to husbands was found, whereas its counterpart was not found, indicating gender differences in crossover effects.
Mihyang An, Central Michigan University
Terry A. Beehr, Central Michigan Univ
Submitted by Mihyang An, an1m@cmich.edu
22-16 How Work–Family Conflict and Enrichment Are Related: With Spillover–Crossover Effects
This study examines how organizational support for families influences employees as well as their spouses based on a spillover–crossover model. Dyadic data (N = 271) from Korea showed the informal support is related to employees' positive energy via work–family enrichment. Positive energy transferred to the spouses' job satisfaction via reduced work–family conflict.

Mihyang An, Central Michigan University
Terry A. Beehr, Central Michigan Univ
Submitted by Mihyang An, am1@cvmich.edu

22-17 Mind the Gap: Negotiating Boundaries Between Work and Home
This qualitative study with teleworkers examines the strategies they use to create work–life boundaries, the relationship between these boundaries and segmentation–integration preferences, and the differences in boundary strategies at different levels of teleworking intensity. The findings suggest that extent of telework is a key determinant of outcomes experienced by teleworkers.

Kelly A. Basile, London School of Economics
Alexandra Beauregard, London School of Economics
Submitted by T. Alexandra Beauregard, A.Beauregard@lse.ac.uk

22-18 Work–Family Conflict Measurement: Considering Culture and Gender Equivalency
Establishing measurement invariance is a critical first step in cross-cultural research. This study investigated psychometric properties of a work–family conflict (WFC) measure using mean and covariance structure analysis. Results indicated that men and women within the same culture perceived WFC similarly; Asian and Anglo women might have different conceptualization of WFC.

Seokjoon Chun, University of South Florida
Eunae Cho, SUNY at Albany
Tammy D. Allen, University of South Florida
Stephen Stark, University of South Florida
Paul E. Spector, University of South Florida
Steven A.Y. Poelmans, EADA Business School
Laurent M. Lapierre, University of Ottawa
Cary Cooper, Lancaster University
Michael P. O'Driscoll, University of Waikato
Juan I. Sanchez, Florida International University
Submitted by Seokjoon Chun, seokjoon@mail.usf.edu

22-19 Crafting Nonwork Time: Development and Validation of a New Measure
This poster develops and validates a new measure assessing nonwork crafting designed to address the extent individuals engage in nonwork activities to satisfy their basic needs. Results indicate that the new measure relates to important work and nonwork variables, and it can be used at both the facet and global level.

Soner Dumanı, University of South Florida
Kimberly A. French, University of South Florida
Tammy D. Allen, University of South Florida
Submitted by Soner Dumanı, sdumanı@mail.usf.edu

22-20 A Longitudinal Examination of WFC and Employee Health
A longitudinal study examined work–family conflict's (WFC) influence on working-mothers' health through lifestyle behaviors. Increased WFC was associated with decreased vigorous physical activity and increased use of quick-prep meals (QPM), which further related to decreased physical and mental health. QPM mediated the relationship between WFC and physical and mental health.

Eric Faurote, University of Nebraska at Omaha
Lisa L. Scherer, University of Nebraska-Omaha
Joseph Grzywacz, Oklahoma State University
Submitted by Eric Faurote, efaurote@unomaha.edu

22-21 A Meta-Analysis of Support and Work–Family Conflict: A Cross-Cultural Lens
Meta-analysis is used to examine relationships between support (work, supervisor, coworker, family, spouse) and work-family conflict. Culture is tested as a moderator of these relationships. Results confirm the negative relationship between work–family conflict and support. National level collectivism, humane orientation, and assertiveness cultural values moderate some of these relationships.

Kimberly A. French, University of South Florida
Soner Dumanı, University of South Florida
Tammy D. Allen, University of South Florida
Kristen M. Shockley, Baruch College and The Graduate Center-City University
Submitted by Kimberly French, KFrench0429@gmail.com

22-22 Job Demands and Health Outcomes: The Role of Work–Family Interactions
The job demands-resources (JD-R) model was used to examine the relationship between physical and psychological job demands and objective health outcomes. Family-to-work interference (FWI) and enrichment (FWE) were examined as moderators of these relationships. Findings suggest that FWE significantly moderated the relationship between physical demands and musculoskeletal symptoms.

Kimberly A. French, University of South Florida
Stephanie A. Andel, University of South Florida
Submitted by Kimberly French, KFrench0429@gmail.com

22-23 Effects of Family Supportive Supervision on Work and Health Outcomes
The model tested in this study suggests that family-supportive supervisor behaviors will lead to greater work engagement via gain spirals. This enhanced sense of engagement is expected to be related to lower levels of work-to-family conflict and greater levels of work-to-family enrichment, which lead to positive job and health outcomes.

Dorothy B. Johnson, Eastern Kentucky University
Jaime B. Henning, Eastern Kentucky University
Submitted by Jaime Henning, jaime.henning@eku.edu

22-24 Organizational Factors That Enhance Employee Work–Life Balance
This study examined the association between awareness of policies, perceived support for flexible work arrangements (FWAs), and family-supportive organizational perception (FSOP) with work–life balance (WLB). FSOP is positively associated with WLB, and the effects of policy awareness and perceived FWA support were fully mediated by FSOP.

Chee Wee Koh, University of South Florida
Submitted by Chee Wee Koh, cheewee@mail.usf.edu

22-25 Forced to Work More From Home: Implications For Work–Family Conflict
This poster examined whether mandatory increases in home-based telework intensity related to work-to-family conflict (WFC). Increases over time covaried with rises in psychological WFC but not time-based WFC. However, employees with weaker work–family balance self-efficacy and those preferring to segment work and family experienced more time-based WFC when teleworking more.

Laurent M. Lapierre, University of Ottawa
Elaine F. van Steenberghe, Utrecht University
Maria Peeters, Utrecht University
Esther Klüver, Utrecht University
Submitted by Laurent Lapierre, lapierre@telfer.uottawa.ca

22-26 The Convergent Validity of Two Work–Family Conflict Instruments
Intense research efforts have been dedicated to assessing work–family conflict (WFC) and its nomological net. In 3 samples, this study investigates the convergent and discriminant validity of the 2 most prevalently used measures of WFC, those developed by Netemeyer, Boles, and McMurrin (1996) and Carlson, Kacmar, and Williams (2000).

Britanny K. Mercado, Graduate Center/CUNY, Baruch College
Submitted by Brittany Mercado, britanny.mercado@baruch.cuny.edu

22-27 Using Cell Phones for Work and Play During Nonwork Time
This poster examined the moderating effect of social cell phone (SCP) use on the relationship between work-related cell phone (WRCP) use and work–family outcomes, emotional exhaustion, sleep quality, and...
22-28 Conceptualizing Identity-Based Work–Family Conflict
This paper extends the work-family conflict (WFC) literature by introducing identity-based conflict to the existing types of WFC (time-based, strain-based, and behavior-based). The proposed model examines the activation of work/family role-identities via situational cues that can cause a “mismatch” between the activated identity and the context, leading to identity-based WFC.
Dorothea Roumpi, University of Arkansas
Eric J. Yochum, University of Arkansas
Submitted by Dorothea Roumpi, droumpi@walton.uark.edu

22-29 Just Like Me: Effects of Value Congruence on Work–Family Enrichment
Research investigated the relationship between value congruence based on segmentation style and work–family enrichment (WFE). Value congruence between subordinates and their organization/supervisor both positively predicted WFE. Family-supportive supervisor behaviors (FSSB) significantly mediated the relationship. However, supervisor/subordinate gender matching did not significantly moderate the value congruence–FSSB relationship.
Lisa W. Sublett, University of Houston
Cody J. Bok, University of Houston
Dena Rhodes, University of Houston
Lisa M. Penney, University of Houston
Submitted by Lisa Sublett, lisa.w.sublett@gmail.com

23. Roundtable Discussion/Conversation Hr: 11:30 AM-12:20 PM Grand I
Predicting Organizational Climate or Culture Fit Through Assessments
This session is intended to further the understanding of the relationship between selection tools (e.g., personality assessments) and how they can be used to match individuals to organizational climates or cultures.
Thomas E. Schoenfelder, Caliper Management, Host
Trevor J Shylock, Caliper Management, Host
Submitted by Trevor Shylock, tshylock@calipercorp.com

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**Annual Review of Organizational Psychology and Organizational Behavior**

orgpsych.annualreviews.org | Volume 2 | March 2015

Editor: Frederick P. Morgeson

_Eli Broad Graduate School of Management, Michigan State University_

The *Annual Review of Organizational Psychology and Organizational Behavior*, in publication since 2014, is devoted to publishing reviews of the industrial and organizational psychology, human resource management, and organizational behavior literature. Topics for review include motivation, selection, teams, training and development, leadership, job performance, strategic HR, cross-cultural issues, work attitudes, entrepreneurship, affect and emotion, organizational change and development, gender and diversity, statistics and research methodologies, and other emerging topics.

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24. Symposium/Forum: 12:00 PM-1:20 PM

302-304

Attention! Integrating Military Veterans Into the Workforce

Despite incentivized tax breaks and academic/practitioner efforts, veteran unemployment rates continue to rise and hiring rates continue to lag behind. This symposium offers four papers and a discussant which provide explanations for why this gap exists, potential solutions for these problems, and best practices for attracting and hiring qualified veterans.

Adam H. Kabins, Assess Systems, Co-Chair
Keith D. McCook, Assess Systems, Co-Chair


Caroline E. Wollers, University of Texas-Arlington, Katherine Sullivan, Frito Lay, Lauren E. McEntire, PepsiCo, Serving Our Country and Returning: Exploring Data of Military Applicants

Stacie Furst-Holloway, University of Cincinnati, Kelley A. Caramelli, VHA National Center for Organization Development, Daniele Bologna, University of Cincinnati, Kathryn Weiskircher, University of Cincinnati, Steven R. Howe, University of Cincinnati, Cynthia Cominsky, University of Cincinnati, Scott C. Moore, VHA National Center for Organization Development, Dee Ramsel, VHA National Center for Organizational Development, Veteran Retention in VA: Role of Occupation, Age, and Gender

Fred A. Mael, Mael Consulting and Coaching, Discussant

Submitted by Adam Kabins, akabins@assess-systems.com

25. Alternative Session Type: 12:00 PM-1:20 PM

305-306

Dos and Don'ts of Graduate School: Surviving and Thriving

A diverse panel of eight early-career I-O professionals will share unique and sometimes entertaining insights on not only surviving but thriving as a graduate student. The audience will participate in a series of "what would you do" discussions, led and informed by the experts.

Sara J. Perry, Baylor University, Chair
Mindy K. Shoss, Saint Louis University, Co-Chair
Cristina Rubino, California State University, Northridge, Presenter
Alex Milam, University of Houston-Clear Lake, Presenter
Alexandra Lukyte, The University of Western Australia, Presenter
Kori Callison, University of Alaska-Anchorage, Presenter
Chester Harvey, Berkeley Research Group, LLC, Presenter
Ari A. Malka, PDRI, a CEB Company, Presenter
Kathryn E. Keeton, NASA/Wyle, Presenter
Robert W. Stewart, PDRI, a CEB Company, Presenter

Submitted by Sara Perry, Sara_Perry@baylor.edu

26. Symposium/Forum: 12:00 PM-1:20 PM

309-310

Intra- and Interpersonal Antecedents and Outcomes of Stigmatized Identity Management

This symposium examines the intrapersonal and interpersonal antecedents and outcomes associated with revealing (affirming) and concealing (distancing) identity management strategies. As a set, these 4 studies reveal a cyclical pattern such that increased negativity and stigmatization lead to greater usage of concealing strategies, which subsequently lead to worse interpersonal outcomes.

Isaac E. Sabat, George Mason University, Co-Chair
Larry R. Martinez, The Pennsylvania State University, Co-Chair
Brett J. Lyons, Simon Fraser University, Abidfatah A. Ali, Michigan State University, Ann Marie Ryan, Michigan State University, Job Search Incivility: Implications for Racial/Ethnic Identity Management

John W. Lynch, University of Georgia, Jessica Rodell, University of Georgia, Beyond Disclosures: How Employees Manage Impressions of Their Concealable Stigmas

Afrun S. Ahmad, George Mason University, Eden B. King, George Mason University, Alex P. Lindsey, George Mason University, Isaac E. Sabat, George Mason University, Amanda Anderson, George Mason University, Rachel Trump, Rice University, Kathleen R. Keeler, George Mason University, Johanna Moore, George Mason University, Interpersonal Implications of Religious Identity Management in Interviews

Isaac E. Sabat, George Mason University, Alex P. Lindsey, George Mason University, Afrun S. Ahmad, George Mason University, Ashley A. Membre, George Mason University, Eden B. King, George Mason University, Dave Arena, George Mason University, Prior Knowledge of Disclosures and Interpersonal Discrimination in the Workplace

Scott B. Button, C2 Technologies, Inc., Discussant

Submitted by Isaac Sabat, isabat@gmu.edu

27. Panel Discussion: 12:00 PM-1:20 PM

401-403

Untangling Toxic Leadership: A Convoluted Construct and Its Underlying Assumptions

This session will provide a forum for discussing toxic leadership. Topics will include how toxic leadership is similar to and/or unique from other forms of negative leadership as well as address assumptions regarding toxic leadership that are found in the broader academic literature.

Stefanie A. Plemons, AR, Chair
Paul J. Hanges, University of Maryland, Panelist
Dina V. Krasikova, University of Texas at San Antonio, Panelist
John Schaubroek, Michigan State University, Panelist
Christian N. Thoroughgood, Northeastern University, Panelist

Submitted by Stefanie Plemons, stefanie.a.plemons.civ@mail.mil

28. Community of Interest: 12:00 PM-1:20 PM

404

Envisioning the Future of I-O

Pat M. Caputo, Aon Hewitt, Host
Mary Mawritz, Drexel University, Host
Jessica M. Nicklin, University of Hartford, Coordinator

29. Symposium/Forum: 12:00 PM-1:20 PM

407-409

Boundaries Redrawn: Debunking Cultural Clusters With Local Assessment Data

Administering assessments globally raises important practical questions about consistency and fairness in evaluation models. This symposium will present within-region research findings from several global assessment firms including those pertaining to local leadership expectations and response tendencies. Corresponding implications for cultural clusters as they relate to organizational initiatives will be discussed.

Michael R. Sanger, Hogan Assessment Systems, Chair
Michael R. Sanger, Hogan Assessment Systems, Renee F. Yang, Hogan Assessment Systems, How Local Leadership Expectations Trump Cultural Clusters

Matthew Christensen, Central Michigan University, Levi R. Nieminen, Denison Consulting, Central and South America: Differential Item Functioning and Benchmarking Strategies

Jennifer L. Geimer, CEB, Chris Coughlin, CEB, Kim Dowdeswell, SHL South Africa, Localization and Cross-Cultural Transportability of Multimedia SJTs

Aaron M. Stehura, Development Dimensions International (DDI), Jing Jin, Development Dimensions International (DDI), Cross-Cultural Assessment Center Performance using a Virtual AC Method

Teri Shapiro, Hofstra University, Discussant

Submitted by Michael Sanger, msanger@hoganassessments.com

30. Alternative Session Type: 12:00 PM-1:20 PM

Franklin 08

Emerging Issues in the Study of Spaceflight Teams

This session consists of a series of brief presentations on spaceflight teams and emerging areas in need of research. These presentations will be followed by discussion groups organized into the major themes of team leadership, team composition, and team processes. Results of these discussions will be presented to the session.

William B. Vessey, EASI/Wyle, NASA Johnson Space Center, Chair
Suzanne T. Bell, DePaul University, Presenter

Submitted by ADA CTG
33-1 Political Skill, Narcissism, and Ambition Interact to Predict Workplace Deviance

Political skill has been shown to predict positive organizational outcomes, but little research has examined its relationship to workplace deviance. This poster investigates how the dimensions of political skill may channel narcissism to produce deviance and how ambition attenuates that deviance. Theoretical and practical implications of our findings are discussed.

Mark N. Bing, University of Mississippi
Fromen, Center for Creative Leadership
John P. Meriac, University of Missouri-St. Louis
Kristl Davison, University of Nebraska-Lincoln

33-2 Social Networking Use as a Counterproductive Work Behavior

Employed adults \( n = 222 \) responded to an online survey examining negative social networking behaviors as a form of counterproductive work behavior (CWBB). Results indicated that negative social networking behaviors are conceptually distinct from other CWBBs but share many of the same antecedents.

Anna Brown, Central Michigan University
Nathan Weidner, Missouri S&T

33-3 Moral Judgment, Aggression and Deviant Behavior

The purpose of this study was to investigate moral judgments' mediating effect on the relationship between trait aggression and deviant behavior. Results indicate that greater principled moral development will decrease the likelihood that an individual with trait aggression will engage in deviant behavior.

Anne C. Carroll, East Carolina University
Mark C. Bowler, East Carolina University

33-4 Do Bottom-Line Mentality Climate Perceptions Activate Machiavellian Unethical Pro-Organizational Behavior?

This study tests the notion that Machiavellians, who are individuals predisposed toward unethical behavior, are more likely to engage in unethical pro-organizational behavior if their coworkers are described as exhibiting bottom-line mentalities.

Christopher M. Castille, Villanova University
John E. Buckner, Livonia, MI

33-5 Antecedents of Abusive Supervision: The Moderating Role of Supervisor Personality

Drawing upon affective events theory, this study proposes that supervisor role overload is associated with supervisor frustration, which in turn is associated with abusive supervision. Using a moderated-mediation model, the study also examines frustration as a conditional indirect effect, which varies depending on supervisor Conscientiousness, Agreeableness, and Neuroticism.

Gabi Eissa, University of Wisconsin-Eau Claire

33-6 Catch Me if You Can: Intelligence, Differential Detection and Deviance

This study investigates the relationship between intelligence and CWB by introducing a mediating variable: respondents' expectancies about the potential costs and benefits of engaging in deviant behavior. Results support a differential detection hypothesis: when intelligent people see benefits to deviant behavior, they are likely to engage in CWBI and CWBO.

Stacy L. Astrove, University of Iowa

33-7 Influence of Power and Competence on Perceptions of Sexual Harassment

This study was concerned with situational factors that moderate perceptions of sexual harassment at work. Males were manipulated to feel powerful or not, and competent or incompetent (Fast & Chen, 2009). Males feeling high power but low competence were more likely to find harassing interview questions to be more appropriate.

Leah R. Halper, Ohio University
Kimberly Rios, Ohio University

33-8 Exploring Organizational Concern for Employee Off-Duty Deviance

Anecdotal evidence suggests that organizations are increasingly concerned with employee deviance outside of work, but management research has neglected this workplace phenomenon. This study defines off-duty deviance (ODD) as an emergent construct, describes the theoretical and practical significance, and uses a qualitative approach to explore organizational concern for ODD.

Andrea L. Hetrick, University of Georgia
Brian D. Lyons, Elon University
Brian J. Hoffman, University of Georgia
Colby L. Kennedy, University of Georgia
Mckenzie L. Benson, University of Georgia
33-9 Mitigating the Impact of Counterproductive Work Behavior With an Apology
The effectiveness of an apology as an intervention to experienced counterproductive work behavior from an employee-customer perspective was tested using binary logistic regression. Results suggested that a simple apology can restore transgressions experienced in economic transactions.
Brandon A. Johnson, Auburn University
Ana M. Franco-Watkins, Auburn University
Allison Jones-Farmer, Auburn University
Daniel J. Svyantek, Auburn University
Submitted by Brandon Johnson, baji0013@auburn.edu

33-10 Testing a Multilevel Mediation Model of Workgroup Incivility
This study tested the mediating role of workplace incivility within a proposed model of individual, group, and organizational predictors and outcomes of incivility. Results indicated preliminary support for the model. Workplace incivility significantly mediated all of the relationships between predictor and criterion variables.
Jessica L. Johnston-Fisher, Human Resources Research Organization
Amber N. Schroeder, Western Kentucky University
Anthony R. Paquin, Western Kentucky University
Submitted by Jessica Johnston-Fisher, jochnston-fisher@humro.org

33-11 CWB: A Multilevel Examination of Rater Source and Item Characteristics
This study investigated item characteristics of counterproductive work behaviors as moderators of self- and observer-rating convergence. It was found that evaluativeness (social desirability) moderated the relationship between self- and supervisor ratings, but behavior severity did not moderate the relationship.
Angela Lee, University of Illinois at Urbana-Champaign
Bertha Rangel, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign
Submitted by Angela Lee, aleee9@illinois.edu

33-12 The Prevalence and Effectiveness of Peers Reporting Policies
Policies requiring workers to report the misbehavior of coworkers provide a potential means of combating CWBs. Study 1 found that such policies are common among Fortune 250 companies; Study 2 found that workers are more likely to report coworker CWBs if their organizations have a clearly written peer reporting policy.
Brian D. Lyons, Elon University
Nathan A. Bowling, Wright State University
Submitted by Brian Lyons, blyons4@elon.edu

33-13 How Personality and Occupational Demands Impact Counterproductive Work Behavior
Conservation of resources theory was used to explain how informational job demands (IJD) and emotional stability (ES) relate to resource management strategies that can result in counterproductive work behavior (CWB). Results indicate a significant positive relationship between IJD and CWB among employees low in ES (β = .22).
Allison B. Martir, University of Houston
Lisa M. Penney, University of Houston
Sonya M. Stokes, University of Texas at El Paso
Submitted by Allison Martir, abmartir2@uh.edu

33-14 The Moderated Mediation Mechanisms by Which Procedural Justice Affects Deviance
Mediation and moderated mediation bootstrapping results from 2 multiwave and multisource studies found intrinsic motivation mediated the procedural justice and deviance relationship; and this negative indirect effect was moderated by dispositional aggression (second stage moderation). Results were consistent across multiple measures of intrinsic motivation, dispositional aggression, and deviance.
Jesse S. Michel, Auburn University
Michael B. Hargis, University of Central Arkansas
Submitted by Jesse Michel, jmichel@auburn.edu

33-15 Nepotism, Expected Altruism, and Employee Theft
This study, the first to explore employee theft via nepotism, used an experimental vignette methodology to show that an employee’s genetic relatedness to the owner of a family-owned business is related to the expectation of decreased whistleblowing behavior after theft, decreased severity of punishments, and increased theft intentions.
Kimberly E. O’Brien, Central Michigan University
Robert M. Minjock, Central Michigan University
Stephen M. Colarelli, Central Michigan University
Chulguern Yang, Central Michigan University
Submitted by Kimberly O’Brien, cbig1ke@cmich.edu

33-16 What Do I Owe My Organization?: MTurk at Work
Are people doing MTurk work while at other paid employment? This study examines the perceived psychological contract and job attitudes of MTurk workers who complete MTurk tasks during work hours paid for by another employer and those who do not, and the implications of those actions on work performance.
Lynn R. Offermann, George Washington University
Meredith R. Coats, George Washington University
Caroline F. Rausch, George Washington University
Submitted by Lynn Offermann, lro@gwu.edu

33-17 Monkey See, Monkey (Doesn’t) Do: Modeling Disengagement
An experimental design was used to investigate how coworker CWB influences individual CWB over time. As predicted, results indicated that participants whose coworkers exhibited disengagement, a passive form of CWB that includes elements of withdrawal and production deviance, exhibited higher levels of disengagement, and their disengagement increased over time.
Christopher Gallagher, University of Houston
Alec B. Nordan, University of Houston
Lisa M. Penney, University of Houston
Dena Rhodes, University of Houston
Submitted by Lisa Penney, lpenney@uh.edu

33-18 Distrust to Distressed: Responses to Rape in Military Employment
Associations between organizational trust and health/job attitudes among 542 survivors of military sexual assault were examined. Among these active duty personnel, organizational trust emerged as a protective factor, predicting lower levels of PTSD/depression, more positive general health perceptions, greater levels of coworker/work satisfaction, and greater desire to reenlist.
Veronica C. Rabelo, University of Michigan
Kathryn J. Holland, University of Michigan
Lilia M. Cortina, University of Michigan
Submitted by Veronica Rabelo, rabelo@umich.edu

33-19 Seeing Green: Impact of Envy and Personality on Interpersonally Directed CWB
This poster explored why envious employees might be likely to engage in interpersonally directed counterproductive work behavior (CWB-I). This poster explored why envious employees might be likely to engage in interpersonally directed counterproductive work behavior (CWB-I) and how personality may moderate the relationship between envy and CWB-I. The relationship between envy and CWB-I was found to be stronger among employees high in impulsivity, high in Neuroticism and lower in Conscientiousness.
Dena Rhodes, University of Houston
Lisa W. Sublett, University of Houston
Lisa M. Penney, University of Houston
Submitted by Dena Rhodes, dena.rhodes@gmail.com

33-20 Aggression in Work-Related Email: A Qualitative Analysis
Using a rich data set of actual email messages and recipient descriptions, we attempt to answer 3 key research questions: Who typically sends aggressive emails to employees? What work events are most likely to lead to aggressive emails? What characteristics of an email message lead to perceptions of aggression?
Erin M. Richard, Florida Institute of Technology
Hannah Gacey, Florida Institute of Technology

Amber L. Davidson, University of Georgia
Submitted by Andrea Hetrick, ahetrick@uga.edu
33-21 Deal or No Deal: Reducing Production Deviance

A conditional, indirect process model was tested in which leader person-focused interpersonal citizenship behavior yields production deviance through emotional exhaustion. Analyses on data collected from 114 workers indicated full mediation and that idiosyncratic deals provided by the supervisor acted as a moderator at stage one of the mediation. Sophie Romay, University of Houston
L. A. Witt, University of Houston
Lars U. Johnson, University of Houston
Alexandra C. Virgets, University of Houston
Olivia Childers, University of Houston
Lawrence Roth, St. Cloud State Univ
Submitted by Sophie Romay, sophieromay@gmail.com

33-22 Expanding Current Measures of Deviance to Include Passive Counterproductive Behaviors

The purpose of this study was to develop an alternate conceptualization of counterproductive work behavior (CWB) as either passive or active. Across 2 studies, it was found that a 4-factor model that separated CWBO and CWBI into active and passive forms fit the data better than a 2-factor model. Jerel E. Slaughter, University of Arizona
Jennifer Anderson, Weber State University
Submitted by Jerel Slaughter, jslaughter@eller.arizona.edu

33-23 Social Exchange and Identity Orientation's Influence on OCB Acceptance

This conceptual paper utilizes Flynn's (2005) social exchange and identity orientation framework to explain why some individuals are more likely to accept or decline offers of organizational citizenship behavior (OCB) from their coworkers. Phillip S. Thompson, Case Western Reserve University
Submitted by Phillip Thompson, phil.thompson@case.edu

33-24 Exploring Workplace Ego Threat Management Through Social Media

This study evaluated displays of unprofessional work behavior in social media for individuals high in workplace hostile attributional style and negative affect. Results indicated these individuals may be more likely to post unprofessional text or images on social media if a threat or interactional injustice is perceived at work. Nathan Weidner, Missouri S&T
Elijah C. Earl, Central Michigan University
Kimberly E. O'Brien, Central Michigan University
Ashley D. Cooper, Central Michigan University
Submitted by Nathan Weidner, nw6v8@gmail.com

33-25 Counterproductive Work Behavior: A Model Integrating State and Trait Variables

A model is provided that combines research including the use of personality (trait) variables and attitudinal (state) variables to predict CWB toward individuals (CWB-I) and organizations (CWB-O). Results supported a model in which hostility and job satisfaction mediated the relationships among personality variables (agreeableness and neurotism) and CWB-I and CWB-O. Deborah L. Whetzel, Human Resources Research Organization (HumRRO)
Elise T. Axelrad, Human Resources Research Organization (HumRRO)
Paul J. Sticha, Human Resources Research Organization (HumRRO)
Oliver Brdiczka, Palo Alto Research Center
Jianqiang Shen, Turn Inc.
Submitted by Deborah Whetzel, dwhetzel@humro.org

33-26 Effects of Abusive Supervision and Emotional Exhaustion on Production Deviance

The conditional indirect effect of abusive supervision on production deviance through emotional exhaustion was investigated. A study of 279 workers revealed that emotional exhaustion partially mediates the relationship between abusive supervision and production deviance. However, this psychological process primarily applies to workers low (vs. high) in Conscientiousness. Min Kyu Joo, University of Houston
L. A. Witt, University of Houston
Submitted by L. Witt, witt@uh.edu

33-27 The Prevalence of Ostracism, Interpersonal Emotions, and Work Performance

The relationship between ostracism and interpersonal emotions were examined. It was found that when the prevalence of ostracism is high, the victim holds negative emotions toward all members, whereas when it is low, the perpetrator-targeted negative emotions are stronger. The accumulated interpersonal negative emotions positively affect work performance. Erica Xu, The Hong Kong Polytechnic University
Alexander Newman, Monash University
Xu Huang, The Hong Kong Polytechnic University
Haillin Zhao, University of Iowa
Submitted by Erica Xu, oulyyouguy@hotmail.com

33-28 Attributional Motives Determine Emotional and Behavioral Reactions to Abusive Supervision

Invoking attribution, affective events theory, and abusive supervision literature, this poster examined how perceived supervisor motives for abuse (injury initiation or performance promotion) play a role in shaping subordinate’s different emotional (shame or guilt) and behavioral reactions (deviance and citizenship behaviors) to abusive supervision, with a multisource, time-lagged field study. Lingtao Yu, University of Minnesota
Michelle K. Duffy, University of Minnesota
Submitted by Lingtao Yu, yuxxx06@umn.edu

33-29 When Misbehavior Matters Most: How Antisocial Behavior Affects Team Performance

Though prior evidence indicates antisocial behavior hurts individuals and teams, more work is needed to identify the underlying mechanisms and boundary conditions. Using data from 59 work teams, it was shown that conflict mediates and sex diversity moderates the antisocial behavior–performance relationship such that it is stronger when diversity is higher. Derek R. Avery, Temple University
Mo Wang, University of Florida
Douglas A. Franklin, Temple University
Le Zhou, University of Minnesota
Junqi Shi, Sun Yat-Sen University
Submitted by Derek Avery, dravery@temple.edu

33-30 Organizational Punishment for Sexual Harassment: Implications for Men and Women

This study explored the impact of participant and initiator gender on perceived severity of harassment and recommended punishment. Results revealed a significant interaction between participant and initiator gender on severity perceptions and recommended punishment. Casey P. Nixon, Southern Illinois University
Lynn K. Bartels, Southern Illinois University
Casey P. Nixon, Southern Illinois University
Submitted by Casey Nixon, canixon@siue.edu

34. Symposium/Forum: 12:00 PM-1:20 PM

Grand A

34-01 Exploring Pathways and Roadblocks to Successful Workplace Technology Implementation

New technologies are commonplace in today’s workplace environment. Ensuring that the technology is successfully transitioned remains an important priority for many organizations. The aim of this symposium is to increase our understanding of the technology transition and acceptance process and the variables that influence adoption and implementation of any new technology. Jerry W. Hedge, RTI International, Chair
Suzanne Tsacoumis, HumRRO, Transitioning to a Fully Automated Process: A Case Study
Alexander Alonso, Society for Human Resource Management, James N. Kurtes-

tracey e. rizzuto, louisiana state university, susan mohammed, pennsylvania state university, robert j. vance, vance & renz, llc, cross-level climate contagion as an innovative organizational change process.


Jennifer W. Martineau, Center for Creative Leadership, discussant.

Submitted by Jerry Hedge, jhedge@rti.org

35. Panel Discussion: 12:00 PM-1:20 PM

Grand B

One Program, Five Paths: Challenges and Opportunities in I-O Careers

As students in a doctoral graduate program in I-O psychology, we were always curious about “life after graduate school.” The purpose of this panel discussion is to bring together former classmates from an array of industries (consulting and academia) to share our lessons learned, challenges and opportunities in our field.

Alok Bhupatkar, IMPAQ International, chair.
Justin K. Benzer, VA Healthcare System, panelist.

Nichelle C. Carpenter, University of Illinois at Urbana-Champaign, panelist.

Jerry B. Henning, Eastern Kentucky University, panelist.

Tobin Kyte, ACT, panelist.

Jennifer Rodriguez, Texas A&M University, panelist.

Submitted by Alok Bhupatkar, alokbhupatkar@gmail.com

36. Panel Discussion: 12:00 PM-1:20 PM

Grand C

Leading Tomorrow’s Teams Today: The Future of Teams-Focused Leadership Development

As the leadership development literature continues to grow and considers the challenges of leading modern teams, an academic–practitioner gap may exist between theory and practical need. The goal of this panel concerns bringing together experts from both realms to discuss the next steps for teams-focused leadership development research and practice.

Brooke B. Allison, Clemson University, co-chair.

Marissa L. Shuffler, Clemson University, co-chair.

David V. Day, University of Western Australia, panelist.

Julia E. Hoch, California State University, panelist.

Cindy McCauley, Center for Creative Leadership, panelist.

Thomas L. Killen, TIAA-CREF, panelist.

Rex C. Backes, TIAA-CREF, panelist.

Submitted by Brooke Allison, babaker@clemson.edu

37. Symposium/Forum: 12:00 PM-1:20 PM

Grand D

Faking Indicators: Effectiveness, Convergence, and Impact on Validity

Applicant faking on personality assessments is a concern. This symposium investigates the effectiveness of numerous faking methods/indicators for detecting applicant faking and examines the convergence of indicators. Innovative techniques are also explored. Last, the impact on criterion-related validity is examined when fakers identified by multiple indicators are removed.


Mark A. Roebke, Saint Cloud State University, Gary N. Burns, Wright State University, Elizabeth Shoda, Wright State University, Megan B. Morris, Wright State University, David A. Periard, VHA National Center for Organization Development, Convergence of Faking Indicators.


Yumiko Mochinushi, Florida Institute of Technology, Matthias Ziegler, University of Munich-Germany, Needle in the Haystack: Categorizing Faking Behavior in Research Settings.

Richard L. Griffith, Florida Institute of Technology, discussant.

Submitted by Amy Gammon, gammona@gmail.com

38. Symposium/Forum: 12:00 PM-1:20 PM

Grand J

Understanding the Work–Family Implications of Relationships With Leaders

Incorporating important theoretical perspectives on leadership, the four papers serve to recognize that the degree to which work–life supports are provided is a function of the quality of the leader–employee relationship. Based on strong methodological designs, the papers investigate interesting mechanisms through which the leader–employee relationship influences the work–family experiences.

Debra A. Major, Old Dominion University, co-chair.
Russell A. Matthews, Bowling Green State University, co-chair.
Russell A. Matthews, Bowling Green State University, Sara J. McKersie, Bowling Green State University, Kelsey-Jo Ritter, Bowling Green State University, Paying it Forward: Supervisor’s Perceptions of Family-Supportive Feel Responsibility.

Heather M. Bolen, Hogan Assessment Systems, Michael Litano, Old Dominion University, Debra A. Major, Old Dominion University, The Role of Supervisor Relationship Quality in Managing Work–Family Outcomes.

Jarrod Haar, Massey University, Jeffrey H. Greenhaus, Drexel University, Maree Roche, Waikato University, Jonathan C. Ziegert, Drexel University, Work-Family Conflict and Contagion of Depression from Leaders to Followers.

Leslie B. Hammer, Portland State University, Jennifer R Rineer, Portland State University, Donald M. Truxillo, Portland State University, Todd Bodner, Portland State University, Amy C. Pylytoveny, Portland State University, Joseph Sherwood, Portland State University, Learne R. Hicks, Portland State University, LMX and Work-Family Intervention Effects.

Terri A. Scandura, University of Miami, discussant.

Submitted by Russell Matthews, ramath@bgsu.edu

39. Panel Discussion: 12:00 PM-1:20 PM

Grand K

Overcoming Challenges to Talent Management System Implementation: Second Generation Focus

Although adoption of talent management systems (TMS) continues at a rapid pace, relatively little research has examined challenges to effective implementation. The sparse extant TMS research has focused on early versus second-generation implementation results. This expert panel discusses challenges and solutions to second-generation TMS implementation and effectiveness.

Thomas H. Stone, Oklahoma State University, chair.

Kenneth P. De Meuse, Tercon Consulting, panelist.

Scott C. Erker, Development Dimensions International (DDI), panelist.


Alexis A. Fink, Intel Corporation, panelist.

Submitted by Thomas Stone, tom.stone@okstate.edu

40. Symposium/Forum: 12:00 PM-1:20 PM

Grand L

Social Science and the Digital Revolution

Technological advancements offer social scientists unimaginable opportunities to examine organizational phenomena. With high resolution data comes the ensuing challenge of high-resolution theory. This symposium considers how the data, tools, and methods by which social phenomena are investigated are advanced by the digital revolution.

Toshio Murase, Schaumburg, chair.

Noshir Contractor, Northwestern University, co-chair.

Brian Keegan, Northeastern University, Katherine Ognyanova, Northeastern University, Jason Radford, Chicago School, Brooke Foucalt, Northeastern University, Christoph Riedl, Northeastern University, Jefferson Hoye, Independent Contractor, Ceyhun Karbayaz, Northeastern University, Waleed Meleis, Northeastern University, David Lazer, Northeastern University, Conducting Massively Open Online Social Experiments With Volunteer Science.

Raquel Asencio, Georgia Institute of Technology, Toshio Murase, Schaumburg,
41. Special Events: 12:00 PM-1:20 PM

Independence Ballroom

Theme Track: Pursuing Better Science in Organizational Psychology

There is greater recognition that the current incentive structure in organizational science needs to be improved. A panel of experts consisting of journal editors and experienced researchers will discuss ways to improve the incentive structure to encourage better science.

Tine Koehler, The University of Melbourne, Chair
Robert J. Vandenbarg, University of Georgia, Presenter
Herman Aguinis, Indiana University, Presenter
Steven G. Rogelberg, University of North Carolina Charlotte, Presenter
Jose M. Cortina, George Mason University, Presenter
Ronald S. Landis, Illinois Institute of Technology, Presenter

Submitted by Scott Tonidandel, sctonidandel@davidson.edu

42. Panel Discussion: 12:00 PM-1:20 PM

Liberty AB

Two Major Challenges in Turnover Research: Theory Proliferation and Time

Numerous turnover models exist, with each taking a different perspective on the turnover process. The commonalities and differences between some of the most recent models will be discussed in an effort to inform and motivate turnover researchers. The role of time in the turnover process will also be explored.

Sang Eun Woo, Purdue University, Chair
Ryan D. Zimmerman, Virginia Tech, Panelist
Benjamin B. Dunford, Purdue University, Panelist
Peter W. Horr, Arizona State University, Panelist
Thomas W. Lee, University of Washington, Panelist
Carl P. Maertz, Jr., Saint Louis University, Panelist

Submitted by Sang Eun Woo, sewoo@purdue.edu

43. Alternative Session Type: 12:00 PM-1:20 PM

Liberty C

IGNITE Session: Connecting Research and Practice in Employee Selection

In this fast-paced session, 6 academics pair up with 6 practitioners to present on current trends within the selection arena. With presentations spanning from interview decision making, to legal considerations, to trends within the testing arena, these seasoned practitioners and academics will be sure to IGNITE the audience.

Lilly Lin, Development Dimensions International (DDI), Chair
Scott Hightower, Bowling Green State University, Presenter
Laura Mastrangelo, PepsiCo, Frito-Lay Division, Presenter
Corina Rice, CSX Transportation, Presenter
Jeffrey M. Stanton, Syracuse University, Presenter
Neil Christiansen, Central Michigan University, Presenter
Kevin Impelman, IBM, Presenter
Kevin R. Murphy, University of Illinois at Urbana-Champaign, Presenter
David B. Schmidt, Development Dimensions International (DDI), Presenter
Nathan R. Kuncel, University of Minnesota, Presenter
Ken Lahti, CEB, Presenter
Chet Robie, Wilfrid Laurier University, Presenter
Craig R. Dawson, CEB, Presenter

Submitted by Lilly Lin, lilly.lin@ddiworld.com

44. Roundtable Discussion/Conversation Hr: 12:30 PM-1:20 PM

Grand I

Psychological Entitlement at Work: Coping With and Managing Difficult Employees

In this roundtable, those with interests in psychological entitlement and related constructs are brought together to discuss current and ongoing research trends. An overarching goal is to better understand the relational consequences of entitlement in contemporary work settings, as well as to foster discussion around its effective management.

Glenda M. Fisk, Queens University, Host
Paul Harvey, University of New Hampshire, Host

Submitted by Glenda Fisk, glenda.fisk@queensu.ca

45. Special Events: 12:30 PM-1:20 PM

501

Distinguished Teaching Contributions Award:
Staying Engaged and Effective in Teaching and Mentoring Throughout One’s Career

This talk will provide a personal reflection on lessons learned over many years of teaching, many types of courses, and many graduate student mentoring relationships. Musings on how to maintain effectiveness and high levels of engagement while balancing one’s research program, professional service, and family will be provided.

Neal W. Schmitt, Michigan State University, Host
Ann Marie Ryan, Michigan State University, Presenter

Submitted by Neal Schmitt, schmitt@msu.edu

46. Poster Session: 1:00 PM-1:50 PM

Franklin Hall

Occupational Health/Safety/Stress/Aging

46-1 Differentiating the Domains of Taint in Dirty Work: Animal Euthanasia

We examined the relationship between dirty task involvement and perceptions of tainted and between physical and moral taint and job satisfaction, stress, and interpersonal support. The extent of dirty task involvement positively associates with perceptions of each form of taint. Moral taint predicts job satisfaction and physical taint predicts stress.

Robert M. Bickmeier, University of North Carolina Charlotte
Erika C. Lopina, University of North Carolina Charlotte
Steven G. Rogelberg, University of North Carolina Charlotte

Submitted by Robert Bickmeier, rbickmeier@uncc.edu

46-2 The Relationship Between Objective Job Autonomy and Objective Health

Numerous studies have reported negative relationships between self-reported job autonomy and self-reported physical illness. This study, however, examined the relationship between objective job autonomy and objective health criteria. In contrast to the results of self-report studies, it was found that job autonomy was unrelated to physical illness.

Nathan A. Bowling, Wright State University
Audrey C. Choh, Wright State University
Caitlin E. Blackmore, Wright State University
Keith A. Wurzbacher, Wright State University
Miryong Lee, Wright State University
Stefan A. Czenwinski, Wright State University

Submitted by Nathan Bowling, nathan.bowling@wright.edu

46-3 Work Safety Tension: Impact on Worker Health and Organizational Outcomes

This poster examined the longitudinal influence of work safety tension on individual health outcomes and organizational outcomes in a sample of front-line manufacturing workers. Results showed that emotional exhaustion mediated effects of work safety tension on worker health impairment (depression, physical limitation, general health) and organizational consequences (job performance, turnover intention).

Zhuo Chen, University of Connecticut
46-4 Development of Two Brief Measures of Psychological Resilience
This poster examined the psychometric properties of the Response to Stressful Events Scale (RSES) and develop brief measures of resilience using the most discriminating items from the RSES. Across 3 samples of military personnel, the brief resilience measures display comparable reliability and validity when compared to the original RSES.
Gabriel M. De La Rosa, Bowling Green State University
Scott Johnston, Naval Center for Combat and Operational Stress Control
Submitted by Gabriel De La Rosa, gabriel.m.delarosa@gmail.com

46-5 A Comprehensive Meta-Analysis of Workplace Mistreatment
This paper meta-analytically estimates the relationship between several forms of workplace mistreatment and work-related outcomes. A broad approach is taken to modeling workplace mistreatment by examining whether multiple forms of mistreatment reflect a higher-order factor. This broad factor is then used to increase the predictive validity of mistreatment.
Lindsay Y. Dhanani, University of Central Florida
Dana Joseph, University of Central Florida
Amanda M. Wolcott, University of Central Florida
Submitted by Lindsay Dhanani, lydhanani@knights.ucf.edu

46-6 Burnout and Engagement: Construct Distinction in Two Healthcare Worker Samples
The purpose of this study is to investigate the distinctiveness of burnout and engagement, as well as their relationships with occupation-specific predictors. Results support a view of burnout and engagement as separate constructs based on their relation to job demands and resources, and their incremental validity for predicting workplace outcomes.
Zachary Fragoso, Wayne State University
Kyla J. Dvorak, Colorado State University
Courtney McCluney, University of Michigan
Alyssa McGonagle, Wayne State University
Gwen Fisher, Colorado State University
Submitted by Zachary Fragoso, Dx8068@wayne.edu

46-7 When Lives Depend on It: Stressors and Medication Error
Emergency medical service (EMS) providers were surveyed to understand the impact of occupational stressors on medication events (i.e., errors and near misses). Findings show a positive relationship between stressors and medication events. In particular, conflict with management and working with substandard equipment were primary drivers of this relationship.
Megh E. Gregory, University of Central Florida/Institute for Simulation and Training
Shirley Sonesh, University of Central Florida
Ashley M. Hughes, Institute for Simulation and Training
Tiffany Cooper, Clemson University
Christina N. Lacerenza, University of Central Florida
Shannon L. Marlow, University of Central Florida
Eduardo Salas, University of Central Florida
Submitted by Megan Gregory, megangregory7@gmail.com

46-8 Transformational Leadership and Employee Well-Being: A Meta-Analysis
This meta-analysis integrates previous published and unpublished research on transformational leadership and employee well-being. It applies the job demands-resources model (Bakker & Demerouti, 2007) to differentially examine the relationships of a transformational leadership style with positive and negative indicators of employee well-being.
Anna Luca Heimann, University of Zurich
Sylvie Vincent-Hoepfer, University of Hamburg
Sabine Gregersen, Insurance Association for Health Service and Welfare Work (BGW), Work Place Health Promotion, Germany
Albert Nienhaus, University Medical Center Hamburg-Eppendorf, Institute for Health Services Research in Dermatology and Healthcare (IVDP)
Submitted by Anna Luca Heimann, a.heimann@psychologie.uzh.ch

46-9 Mediators of the Workplace Bullying–Job Attitudes Relationship
The mediating role of psychological ownership and organizational based self-esteem in the relationship between workplace bullying and job attitudes (affective commitment and job satisfaction) was investigated. In a representative sample of 738 Romanian employed adults, support was found for the theoretical model.
Alexandra Ilie, Illinois State University
Ashley McCarthy, Illinois State University
Kailey M. Perez, Illinois State University
Dan Ispas, Illinois State University
Dragos G. Iliescu, University of Bucharest, Romania
Submitted by Dan Ispas, dispas@gmail.com

46-10 Leader Support and Mental Health Symptoms: Which Comes First?
This study examined longitudinal relationships between leader support and mental health symptoms among active-duty soldiers. Leader support was associated with fewer symptoms; however, symptoms were also associated with lower perceptions of leader support. Thus, organizations should consider both directions to optimally enhance soldiers’ psychological health.
Kristen S. Jennings, Clemson University
Janelle H. Cheung, Clemson University
Thomas W. Brit, Clemson Univ
Cynthia L. S. Purdy, Clemson University
Heidi Zinzow, Clemson University
Anna C. McFadden, Clemson University
Submitted by Kristen Jennings, ksjenni@clemson.edu

46-11 Workplace Stressors and Treatment Adherence Among Type II Diabetic Employees
Using a within-person design, this poster examined how workplace stressors can impact diabetic employees’ self-care efforts. Daily workload and job autonomy were significant predictors of treatment adherence through emotional strain and self-efficacy. In addition, social support was found to buffer against the negative impact of workload on treatment adherence.
Stanton Mak, Michigan State University
Chu-Hsiang Chang, Michigan State University
Submitted by Stanton Mak, smak196@gmail.com

46-12 Interventions to Remediate the Stigma of Employees’ Use of Antidepressants
This poster focused on the interaction effects of education and perspective-taking interventions of education and perspective-taking to diminish the stigma of taking antidepressants. The data indicated that gender played a moderating role, such that a combination of the 2 interventions of education and perspective-taking resulted in lower stigma for men but not for women.
Shi Larry Martinez Xu, The Pennsylvania State University
Larry R. Martinez, The Pennsylvania State University
Samantha Thompson, Harvard Law School
Michelle (Mikki) Hebl, Rice University
Submitted by Larry Martinez, martinez@psu.edu

46-13 Health Care Practitioners’ Work Stress Perceptions and Related Outcomes
This poster examined health care workers’ stress appraisals and their relationships with work outcomes. Findings indicate positive (i.e., challenge) and negative (i.e., hindrance) perceptions of stress perceptions differently predict positive and negative work outcomes respectively. Further, negative stress appraisals may serve as a theoretical mediator in the stressor–work outcome relationships.
Gregory Moise, Hofstra University
Cong Liu, Hofstra University
Submitted by Gregory Moise, moisegregory@gmail.com

46-14 The Role of Hindrance Stressors in the Job Demand–Control–Support Model
The challenge/hindrance stressor framework is applied to the (generally unsupported) job demand–control–support model. A 2-wave panel study of 228 employees provided support that the buffering effect of control and support on the relationship between job demands and strain only occurs when job demands reflect hindrance stressors.
Research Collaboration Among Academics and Practitioners: Opportunities and Challenges

Research collaboration between academics and practitioners represents a vital source of information for I-O psychologists, yet such collaborations are often difficult to develop and maintain. This roundtable will provide a forum to discuss critical issues related to forming and maintaining research collaborations that satisfy the needs of both parties.
53. Panel Discussion: 1:30 PM-2:50 PM
Franklin 08
Innovative Approaches to Talent Identification: Bridging Science and Practice

In the digital age, new HR technologies are redefining the talent identification industry. From social media and big data analytics, to text and audiovisual algorithms and gamification, there is now a proliferation of novel assessment tools. This panel discusses the validity, utility, and ethical implications of these innovative approaches.

Seymour Adler, Aon Hewitt, Chair
Tomas Chamorro-Premuzic, University of London, Panelist
Jennifer J. Brown, Google, Panelist
Michal Kosinski, University of Cambridge, Panelist
Adam Yearels, Red Bull, Panelist
Ben Taylor, HireVue, Panelist

Submitted by Seymour Adler, seymour_adler@aon.com

54. Symposium/Forum: 1:30 PM-2:50 PM
Franklin 09
Innovations in SJT Formats and Scoring

Research into SJT formats, response conventions, and scoring is ongoing, with no current established consensus on optimal methods. Papers in this symposium explore active areas of research in SJT formats, scoring, and key derivation, each building on recent research in the field.

Vctor Jockin, PSI Services LLC, Chair
Kate LaPort, George Mason University, Christopher T. Huynh, Louisiana Tech University, Ernie Paskey, Aon Hewitt, Impact of SJT Scoring Methods on Validities and Group Differences
Peter Legree, U.S. Army Research Institute, Robert Kilcullen, U.S. Army Research Institute, Michael J. Cullen, University of Minnesota Medical School, Teresa L. Russell, Human Resources Research Organization, Bethany H. Bynum, Human Resources Research Organization, Amanda J. Koch, Human Resources Research Organization, Validation Data for Highly Efficient Situational Judgment Tests
Jeff A. Weekley, IBM, Discussant

Submitted by Victor Jockin, tjockin@hotmail.com

55. Panel Discussion: 1:30 PM-2:50 PM
Franklin 10
Test Your Skills (Vote!): I-O Experts Pose Real Client Dilemmas

Panelists will share difficult client situations they encountered as an I-O practitioner, how they responded, and lessons learned. Audience members will get to vote (text—bring your phone!) for how they would respond to each situation. Responses will be shared in real-time as the stories unfold.

Alison A. Broadfoot, San Diego Gas & Electric, Chair
Steven D. Ashworth, San Diego Gas & Electric, Panelist
Elizabeth B. Kolmstetter, U.S. Agency for International Development, Panelist
Lilly Lin, Development Dimensions International (DDI), Panelist
Mark H. Ludwick, Time Warner Cable, Panelist
Jeffrey J. McHenry, Rainier Leadership Solutions, Panelist

Submitted by Alison Broadfoot, alison.broadfoot@gmail.com

56. Symposium/Forum: 1:30 PM-2:50 PM
Grand A
New Directions for Understanding Training Effectiveness

This symposium describes new research directions in 2 domains...
relevant to training effectiveness: (a) training transfer and new ways of thinking about and measuring use of training, and (b) training evaluation from a multilevel perspective and its implications for understanding effects across and within levels.

J. Kevin Ford, Michigan State University, Chair
J. Kevin Ford, Michigan State University, Use as an Indicator of Training Transfer: A Conceptual Framework
Sarena Bhata, Michigan State University, J. Kevin Ford, Michigan State University, Stephen L. Yelon, Michigan State University, How Do Trainees Transfer What They Have Learned?
Traci Sitzmann, University of Colorado Denver, Justin M. Weinhardt, University of Calgary, A Comprehensive Multilevel Analysis of Training Effectiveness Indicators
Shirley Sonesh, University of Central Florida, Ashley M. Hughes, Institute for Simulation and Training, Megan E. Gregory, University of Central Florida/Institute for Simulation and Training, Lauren E. Benishek, Institute for Simulation and Training, Christina N. Lacenzera, University of Central Florida, Shannon L. Marlow, University of Central Florida, Dana Joseph, University of Central Florida, Eduardo Salas, University of Central Florida, Elements of Training Design and Implementation: Implications for Team Training
Kurt Kraiger, Colorado State University, Discussant
Submitted by J. Kevin Ford, fordkj@msu.edu

57. Symposium/Forum: 1:30 PM-2:50 PM
Grand B
Addictions and Vices and Work, Oh My!
As organizations encounter increasing healthcare costs and absenteism, both research and practice have taken a keener focus on improving employees’ well-being. This session takes a unique approach to the improvement of employee well-being by examining the impact of employees’ engagement in addictive behaviors and vices on work and well-being outcomes.
Malissa A. Clark, University of Georgia, Chair
Lauren M. Zimmerman, University of Georgia, Co-Chair
Melissa Mitchell, University of Georgia, Lillian T. Eby, University of Georgia, Can van J. Gray, University of Georgia, Laura Provot, University of Georgia, Going All In: Gambling Absorption, Engagement, and Performance
Melissa A. Clark, University of Georgia, Emily M. Hunter, Baylor University, Angela A. Beiler-May, University of Georgia, Dawn S. Carlson, Baylor University, An Examination of Daily Workaholism: Causes and Consequences
Erin Eaton, The City University of New York, Baruch College, Zhiqing E. Zhou, Florida Institute of Technology, Wining About It: Daily Work Stress, Frustration, and Alcohol Use
April D. Schantz, Florida International University, Armando Falcon, Florida International University, Julie J. Lanz, Florida International University, Archanan Manapragada, Florida International University, Valentina A. Bruck Lee, Florida International University, Drug, Alcohol, and Tobacco Use to Cope With Workplace Conflict
Mo Wang, University of Florida, Discussant
Submitted by Lauren Zimmerman, lzimm@uga.edu

58. Symposium/Forum: 1:30 PM-2:50 PM
Grand C
Turnover and Retention: Proximal Withdrawal States and Expanded Criterion
Advances in studying on proximal withdrawal states (PWS) and an expanded turnover criterion are presented, specifically (a) the different profiles and behaviors of enthusiastic stayers, enthusiastic leavers, reluctant stayers and reluctant leavers; (b) the most important predictors of organizational versus occupational turnover; and (c) new direct measures of PWS.
John P. Hausknecht, Cornell University, Chair
Huisi Li, Cornell University, Co-Chair
Junchoa Li, University of Washington, Thomas W. Lee, University of Washington, Terence R. Mitchell, University of Washington, Peter W. Hom, Arizona State University, Rodger W. Griffeth, Ohio University, Proximal Withdrawal States Theory: A Story of Preference and Control
Huisi Li, Cornell University, Differentiating the Antecedents of Changing Organizations versus Switching Occupations
Peter W. Hom, Arizona State University, Jamie J. Seo, Arizona State University, Rodger W. Griffeth, Ohio University, Terence R. Mitchell, University of Washington, Thomas W. Lee, University of Washington, Identifying Different States of Staying or Leaving
Wendy R. Boswell, Texas A&M University, Jiejun Wang, Texas A&M University, Richard G. Gardner, Brigham Young University, Is Retention Necessarily a Win? Outcomes of Searching and Staying
Submitted by Huisi Li, huisili@hotmail.com

59. Symposium/Forum: 1:30 PM-2:50 PM
Grand D
From Data to Doing Something: Driving Action With Survey Insights
Although many organizations survey their employees, far fewer are able to drive action based on the insights gleaned from those surveys. In this symposium, I-O psychologists working within organizations will provide specific examples of when and how they have overcome challenges to drive organizational action from survey data.
Sarah A. Sinnett, ConAgra Foods, Chair
Sarah Coldiron, Humana, Katherine Means, Humana, Humana: Integrating Associate Feedback Into a New Way of Recognizing
Amy S. Walzer, ConAgra Foods, Sara J. Roberts, ConAgra Foods, Sarah A. Sinnett, ConAgra Foods, Insights to Actions: Using Survey Results to Improve the Organization
Jamie R. Tobey, Qualcomm, Utilizing Survey Data to Drive On-Campus Recruiting Strategy
Jade Peters, TransUnion LLC., Data Driven Decisions That Lead to Clear Business Outcomes
Matthew S. Fleisher, Marriott International, What Do I Do With This Quality of Hire Score?
Submitted by Amy Walzer, awalzer@unomaha.edu

60. Roundtable Discussion/Conversation Hr: 1:30 PM-2:50 PM
Grand I
Current Issues in EEO Law
The purpose of this roundtable/conversation hour is to guide a discussion of legal issues related to recruitment, adverse impact, sexual harassment, and retaliation. The hosts will begin with a 5–10 minute overview and then open up the session for questions and dialogue.
Arthur Gutman, Florida Institute of Technology, Host
James L. Outz, Outz and Associates, Host
Submitted by Arthur Gutman, artgut@aol.com

61. Panel Discussion: 1:30 PM-2:50 PM
Grand J
Taking a Positive Approach to Create Leadership and Organizational Excellence
A positive and strength-based approach helps understand what promotes excellence in organizations. Despite the research that has accumulated over the years, practical application of findings remains to be challenging and slow. In this session, thought leaders discuss how research can be put into practice to create leadership and organizational excellence.
Ia Ko, Denison Consulting, Chair
Stewart I. Donaldson, Claremont Graduate University, Panelist
Kim S. Cameron, University of Michigan, Panelist
Angela L. Duckworth, University of Pennsylvania, Panelist
Peter Rea, Parker Hannifin Corporation, Panelist
Submitted by Ia Ko, iko@denisonculture.com

62. Panel Discussion: 1:30 PM-2:50 PM
Grand K
To Be or Not to Be?: Navigating I-O Career Options
Searching www.usajobs.gov and www.siop.org results in few hits for "industrial-organizational psychologist," but that doesn’t mean jobs don’t exist. Panelists from private and public sectors discuss searching for and working in applied research and consulting jobs outside academics and large-scale external consulting firms. Discover the diverse roles and responsibilities I-O psychologists hold.
Milani Jimenez-Rodriguez, U.S. Army Research Institute, Co-Chair
Jessica A. Gallus, U.S. Army Research Institute, Co-Chair
Arwen Hunter DeCostanza, U.S. Army Research Laboratory, Panelist
63. Symposium/Forum: 1:30 PM-2:50 PM
Grand L
Profiling Commitment: Person-Centered Approaches to Organizational Commitment

Researchers have increasingly recognized the utility of person-centered (i.e., profile) approaches to studying organizational commitment. This symposium presents 4 commitment profile studies investigating various predictors and outcomes. These studies demonstrate the types of profiles that exist and highlight the value of taking a profile approach to studying commitment.

Adam H. Kabin, Assess Systems, Chair
Laura J. Stanley, University of Georgia, Elyse Malin, JMW Consultants, Joint President, Brian S. Connelly, University of Toronto, Presenter
Robert P. Michel, Edison Electric Institute, Panelist
Matthew T. Allen, U.S. Department of Defense, Panelist
Adam Beatty, Human Resources Research Organization, Discussant

64. Special Events: 1:30 PM-2:50 PM
Independence Ballroom
Theme Track: Modernizing Regression: Cool and Practically Useful Advances from Other Fields

Over the past few decades there have been several developments in disciplines outside of I-O psychology that can improve the use of multiple regression in I-O science and practice. This session will consist of three TED-style talks that address developments in (a) variable selection, (b) model uncertainty, and (c) causality.

Dan J. Putka, HumRRO, Chair
Fred Oswald, Rice University, Presenter
Seth M. Spain, Binghamton University, Presenter
Brian S. Connelly, University of Toronto, Presenter

65. Symposium/Forum: 1:30 PM-2:50 PM
Liberty AB
Advancing Test Development Practices: Modern Issues and Technological Advancements

This research examines technological trends and their impact on test development procedures. Technology holds both promise and peril for selection professionals trying to develop psychometrically sound assessments. Trends such as the use of MTurk, gamification, and automatic item generation provide significant opportunity to research the impact of features on item parameters.

Shonna D. Waters, U.S. Department of Defense, Chair

Jennifer L. Geimer, CEB, Kristin Sanderson, CEB, Eric C. Poop, CEB, Effects of Gamification on Test Performance and Test-Taker Reactions
Cheryl J. Paullin, HumRRO, Discussant

66. Panel Discussion: 1:30 PM-2:50 PM
Liberty C
Getting More Than 10% From Formal Development Programs

To accelerate leader development, organizations are reimagining formal development programs (the “10” in the 70-20-10 model) as an integrator of formal and informal learning, as experience-centric rather than classroom-centric, and as an active, high-stakes environment. Panelists will share examples that embody these new approaches and discuss challenges and lessons learned.

Cindy McCauley, Center for Creative Leadership, Chair
Erica I. Desrosiers, Walmart, Panelist
Vicki L. Flaherty, IBM, Panelist
Laura Ann Preston-Dayne, Kelly Services, Panelist
Lyndon Rego, Center for Creative Leadership, Panelist
Vicki M. Tardino, Boeing, Panelist

67. Poster Session: 2:00 PM-2:50 PM
Franklin Hall
Job Performance/Innovation/Creativity

67-1 Creative Self-Efficacy: Meta-Analytic Examination of Antecedents and Creativity

This study examined antecedents to creative self-efficacy, in addition to the relationship between creative self-efficacy and creativity. Results indicated that creative role identity, openness to experience, workplace support, and workplace expectations were positively related to creative self-efficacy, which was then positively related to creativity.

Nathan Bjornberg, Old Dominion University
Donald D. Davis, Old Dominion University

67-2 The Moderating Effect of Social Exchange Relationships on Innovative Behaviors

The effects of social exchange relationship quality on incremental innovative behaviors was investigated. Social exchange relationship quality and required innovativeness were positively related to incremental innovative behaviors, and social exchange relationship quality moderated the relationship between required innovativeness and incremental innovative behaviors.

Jared Boms, SRA International, Inc.
Lois E. Tetrick, George Mason University

67-3 The Impact of Problem Construction and Information Search on Creativity

This research focuses on 2 cognitive processes that are known to influence creativity: problem construction and information search. Active engagement was manipulated in problem construction and measured several indices of information search using a computer program during a problem-solving task. Results of this research are discussed.

Mackenzie Harms, University of Nebraska-Omaha
Jared Reiter-Palmon, University of Nebraska-Omaha
Kevin S. Mitchell, University of Nebraska-Omaha
Douglas C. Derrick, University of Nebraska-Omaha
John D. Crowe, University of Nebraska-Omaha

67-4 The Effects of Information Overload on Creative Decision Making

Decision making is a complex process that can easily be influenced by information overload. However, the majority of decision-making research examines concrete decision outcomes, when in reality, decision making often occurs in an ambiguous, creative context. This study examines how information quantity and completeness may jointly influence such creative decision making.
67-5 The Dark Side to Creativity: An Intervention to Deter Deviance
This poster tests an intervention to disrupt the process occurring between creative potential and deviance. Results demonstrate that ambiguous ethical situations encourage deviance in creative people and that ethical saliency reduces deviance with no impact to creativity. Ethical saliency interventions may, therefore, be used to deter deviance while allowing for creativity.

Melissa Gutworth, Pennsylvania State University
Samuel T. Hunter, Pennsylvania State University
Submitted by Melissa Gutworth, mbg164@psu.edu

67-6 Linking Core Self-Evaluation and Innovation: Communication and Psychological Safety Matter
This research, based on approach-avoidance framework of core self-evaluation and trait activation theory, investigated the mediation effect of idea communication underlying the relationship between individuals’ core self-evaluation and innovative work behavior, and the cross-level strengthening moderating effect of team psychological safety climate on this mediation effect.

Jingjing Ma, Michigan State University
Lei Wang, Peking University
Submitted by Jingjing Ma, majjpsy@gmail.com

67-7 Creativity and Moderating Effects of Affective, Cognitive, and Personality Factors
This study examined the moderating effects of affective, cognitive, and personality factors on the relationship between creative potential and creative performance. Findings revealed that extraversion had a moderating effect on this relationship. Results further suggested distinguishing explicitly between creative potential and creative performance in studying the creativity of individuals.

Gokhan Oztunc, University of Georgia
Submitted by Geff Oztunc, gokhanoztunc@gmail.com

67-8 Triggering Group Creativity: The Counterintuitive Benefits of Workload Pressure
Drawing on the componential theory of creativity, this poster studied the effect of workload pressure on group creativity. Using data from 562 groups, it was found that workload pressure is positively related to group creativity and productivity, and organizational encouragement and group creativity mediate the relationship between workload pressure and productivity.

Sid H. Saleh, University of Colorado at Boulder
David Hekman, University of Colorado at Boulder
Maw-Der Foo, University of Colorado at Boulder
Elsa Chan, University of Colorado at Boulder
Submitted by Sid Saleh, sid.saleh@colorado.edu

67-9 Are “Traditional” Employees Less Innovative? Colleagues’ and Leader’s Influences Matter
This poster examined how employees’ traditionality (one cultural value orientation) influences their innovative behaviors in a group context. Specifically, it was found that the behavioral influence of traditionality on individual innovation is contingent upon group traditionality, transformational leadership, as well as their combined action.

Qin Xu, City University of Hong Kong
Qing Lu, Hong Kong Polytechnic University
Fangjun Li, Jinan University
Submitted by Shuisheng Shi, shishuisheng@gmail.com

67-10 The Enriching Effect of a Satisfying Marriage on Workplace Creativity
This poster examined the effect of marriage satisfaction on workplace creativity. Findings suggest that employee’s marital satisfaction positively relates to workplace creativity indirectly through work absorption and positive affect spillover from family to work. Spouse’ marital satisfaction enhances the affective spillover; and the indirect effects are stronger for less creative employees.

Edward Yipeng Tang, The Hong Kong Polytechnic University
Xu Huang, The Hong Kong Polytechnic University
Yongli Wang, Sun Yat-sen University
Submitted by Shuisheng Shi, shishuisheng@gmail.com

67-11 Rethinking Creative Self-Efficacy: Moving Beyond Creativity Stereotypes
Creative self-efficacy has been repeatedly demonstrated as an important psychological process for creative performance. However, research on this topic has perpetuated an underrepresented construct of creative self-efficacy. This theoretical piece proposes a new operationalization of creative self-efficacy based on the cognitive processes underlying creative performance, discussing theoretical and practical implications.

Logan M. Steele, University of Oklahoma
Genevieve Johnson, University of Oklahoma
Kelsey E. Medeiros, University of Oklahoma
Submitted by Logan Steele, lmsteele@ou.edu

67-12 Differential Impact of Support and Justice on Satisfaction and Performance
This study compares the contributions of supervisor and coworker support, and organizational justice to 628 employees’ ratings of job satisfaction and performance across 23 Confucian Asia retail stores. Findings indicate justice robustly predicts both job satisfaction and performance, whereas supervisor support predicts only performance and coworker support predicts job satisfaction.

Sarah K. Nielsen, High Point University
Submitted by Sarah Nielsen, snielsen@highpoint.edu

67-13 Beyond Mere Presence: When Distraction Facilitates Performance
This poster examined the effect of social distraction and evaluation on task performance over time. Performance was facilitated with both distraction and electronic performance monitoring. This study provides the first experimental support for performance facilitation over and above mere presence and for the accumulation of this effect over time.

John R. Aiello, Rutgers University
Kristina Howansky, Rutgers University
Submitted by John Aiello, jraiello@rci.rutgers.edu

67-14 Comparing Effectiveness of Promotive and Probhibitive Voices
This study examines whether managerial responses to employee voice behavior is dependent upon the types of voice utilized. Results suggested that promotive voice is linked to higher performance ratings, liking, and idea endorsement than prohibitive voice, whereas group voice may be related to lower idea endorsement than individual voice.

Ho Kwan Cheung, George Mason University
Songqi Liu, Pennsylvania State University
Submitted by Ho Kwan Cheung, hccheung4@gmu.edu

67-15 Effect of Variability on Supervisor Performance Ratings and Attributions
This poster examined the relation between variability and supervisor performance ratings and attributions. Findings indicate different types of variability (tremors and swells); both had a significant effect on performance ratings and on rater attributions.

Saurabh S. Deshpande, Texas A&M University
Stephanie C. Payne, Texas A&M University
Submitted by Saurabh Deshpande, saurabhkd@gmail.com

67-16 Contextual/Citizenship Performance: Do Peer Ratings Reflect Rater or Rated?
Peer ratings of contextual/citizenship performance (CCP) show promise, but scant research exists on them. It was found that the largest portion of variance in peer rated CCP of military recruits was rater variance, but, when peer raters were highly familiar with ratees, the lion’s share of variance was ratee variance.

Kevin M. Doyle, University of Western Ontario
Richard D. Goffin, University of Western Ontario
67-17 The Costs of Interpersonal Helping: Do Citizenship Motives Matter?
Drawing upon conservation of resources theory, this study explores the idea that organizational citizenship behavior (viz., interpersonal helping) leads to emotional exhaustion, which adversely affect task performance. Using a moderated-mediation model, the study also examines motives (viz., impression management and prosocial) as moderators. The results demonstrate support to all hypotheses.
Gabi Eissa, University of Wisconsin-Eau Claire
Submitted by Gabi Eissa, eissagm@uwec.edu

67-18 More Than Meets the Ear? Music, Conscientiousness, and Task Performance
This study demonstrates that individual- and task-based factors determine whether distractions will help or hinder task performance. Participants listened to music of varying complexity and volume levels while completing different cognitive tasks. Findings suggest that music can sometimes improve performance, and this effect is moderated by individuals' personalities.
Manuel F. Gonzalez, CUNY Graduate Center
John R. Aiello, Rutgers University
Submitted by Manuel Gonzalez, mgonzalez47@gmail.com

67-19 A Social Network Investigation of Incivility and Helping in Organizations
This research explored the effect of workplace incivility on helping behavior in interpersonal relationships. Social network methods were used. Whole network data was collected from teachers at 3 schools in China. Results indicate that, despite incivility, employees may be inclined to help influential coworkers and social exchange partners.
Samuel Hanig, University of Waterloo
Lindie H. Liang, University of Waterloo
Douglas J. Brown, University of Waterloo
Huiwen Lian, The Hong Kong University of Science and Technology
Submitted by Samuel Hanig, shanig@uwatwaterloo.ca

67-20 Telework, Professional Isolation, Social Identity, and Organizational Citizenship Behaviors
Previous research on the impact of telework frequency on OCB performance has been mixed. This field study identified 2 mediating processes that explain the relationship between telework frequency and OCBs: teleworkers' perceptions of professional isolation and their social identification with their work group and their organization.
Lauren Kane, Critical Metrics, LLC
Kristin L. Sommer, Baruch College-The City University of New York
Submitted by Lauren Kane, lauren.mondo@gmail.com

67-21 Supervisor Organizational Embodiment: New Theoretical Developments and Examination of Outcomes
This poster contributed to theory and research by addressing cognitive dissonance and uncertainty reduction as explanations for supervisor organizational embodiment (SOE) effects. SOE was positively related to organizational citizenship behaviors and job satisfaction and negatively related to counterproductive work behaviors. Also, SOE moderated relationship quality effects on counterproductive work behaviors.
Darrell S. Kelly, Wright State University
Debra Steele-Johnson, Wright State University
Truman J. Gore, Wright State University
Submitted by Darrell Kelly, darrellkelly32@gmail.com

67-22 The Hard Problem of Soft Skills: Metacognition and Managerial Performance
The most effective managers demonstrate “soft skills” in their interpersonal dealings at work. However, we know little about what enables such skills. This study finds a critical role for mindful metacognition, the impartial observation of one’s thoughts and feelings. It thereby sheds light on the foundations of managerial effectiveness.
Ravi S. Kudesia, Washington University-St. Louis
Submitted by Ravi Kudesia, rskudesia@wustl.edu

67-23 Examining the Links Between Value–Congruence Fit and Employee Behaviors
In a sample of 156 Chinese employee-supervisor dyads, organizational commitment, job satisfaction, and work engagement were found to play unique roles in the indirect relationships of perceived value congruence with job performance, OCB, and turnover intention. The positive association between value congruence and work engagement was also moderated by collectivism.
Meng Li, Central Michigan University
Terry A. Beehr, Central Michigan University
Submitted by Meng Li, meng.monalee@gmail.com

67-24 Exploring the Construct Validity of Teacher Performance
A meta-analysis was conducted exploring the relationship between principal ratings and student achievement scores. Results showed a modest relationship between the 2 (r = .17). This relationship may increase by using value-added scores (r = .22), a new statistical method for calculating gain scores.
Kristi K. Logan, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitted by Kristi Logan, kklogan@outlook.com

67-25 The Job Satisfaction–Performance Literature Is Biased
The extent to which conclusions about the job satisfaction-job performance relationship is robust to publication bias is reviewed. Using data from Judge, Thoresen, Bono, and Patton (2001), this poster applies multiple publication bias detection methods to the data and draws conclusions regarding the robustness of the Judge et al. conclusions.
Sven Kepes, Virginia Commonwealth University
Michael A. McDaniel, Virginia Commonwealth University
Submitted by Mike McDaniel, mcmcanian@vcu.edu

67-26 Disentangling the Construct: Individual Workload and Best Measurement Practices
Workload measurement is a relatively new field with increasing applications. Employees are being asked to complete more work within the same timeframe. This project used meta-analytic procedures to measure the relationship between individual workload and performance. It was found that there is a negative overall relationship between these 2 constructs.
Michael A. Neep, University of Texas at Arlington
Shannon A. Scielzo, University of Texas at Arlington
Submitted by Michael Neep, michael.neep＠mavs.uta.edu

67-27 Defining and Assessing Ethical Behavior at Work
Despite extensive literature on ethics, little attention has been paid to the identification of dimensions of ethical behavior in the workplace. The current effort identified and evaluated cross-occupation, behavioral dimensions of ethical performance. The dimensions provide a foundation for future research and development of assessment tools.
Teresa L. Russell, HumRRO
Taylor E. Sparks, HumRRO
John P. Campbell, University of Minnesota
Kristina Handy, HumRRO
Peter Ramsberger, HumRRO
James A. Grand, University of Maryland
Submitted by Teresa Russell, trussell@humrro.org

67-28 Explaining the Surprisingly Weak Relationship Between Organizational Constraints and Performance
Organizational constraints are defined as aspects of work environments that interfere with job performance, but research finds only a weak relationship with performance. Two possible explanations for this finding are tested: (a) an external attribution hypothesis, whereby ratings are artificially inflated; and (b) constraints operating as both challenge and hindrance.
Shani Pindek, University of South Florida
Paul E. Spector, University of South Florida
67-29 A Review of Multilevel OCB Research: Limitations and Recommendations
Understanding of recent research focused on unit-level antecedents of individual-level OCBs has been limited by the lack of strong conceptual foundations and attention to appropriate methods. Therefore, this review summarizes extant literature and offers recommendations for organizing the identification of relevant variables and improving methodological and analytical techniques.
Nathan P. Podsakoff, University of Arizona
Philip M. Podsakoff, Indiana University
Scott B. MacKenzie, Indiana University
Timothy D. Maynes, University at Buffalo (SUNY)
Steven W. Whiting, Indiana University
Trevor Spoelma, University of Arizona
Submitted by Trevor Spoelma, tspoelma@email.arizona.edu

67-30 Mediators of Organizational Citizenship Behavior (OCB) and Help Acceptance
This study empirically investigates how psychological safety and relational climate influence individuals’ willingness to accept offers of interpersonal helping, such as organizational citizenship behaviors (OCB). Results were positive, suggesting that relational climate fully mediates the relationship between psychological safety and interpersonal help acceptance.
Philip S. Thompson, Case Western Reserve University
Njoke K. Thomas, Case Western Reserve University
Submitted by Philip Thompson, phil.thompson@case.edu

68. Panel Discussion: 3:30 PM-4:50 PM
302-304
Transportability: Boundaries, Challenges, and Standards
Transportability analysis is a strategy for generalizing validity evidence to new settings. This panel of scholars and practitioners will discuss critical issues in such analysis, including what can be transported, what constitute appropriate data, how to evaluate similarity, documentation requirements, and the relevance of the approach as a whole.
Yongwei Yang, Gallup, Inc., Co-Chair
Theodore L. Hayes, U.S. Office of Personnel Management, Co-Chair
Cheryl Fernandez, University of Nebraska-Omaha, Panelist
Kurt F. Geisinger, University of Nebraska-Lincoln, Panelist
Nancy T. Tippins, CEB, Panelist
Submitted by Yongwei Yang, yongwei_yang@gallup.com

69. Alternative Session Type: 3:30 PM-4:20 PM
305-306
Manage Your Energy, Not Just Your Time
Organizations are demanding higher performance. In turn, employees are getting exhausted, disengaged, and sick. Today, many companies are changing their focus to personal energy because it is renewable. This session will explain personal energy tips that help rejuvenate energy and see benefits that go to the bottom line.
Laura L. Freeman, Win With HR, Presenter
Jeryllyn Hayward, ServiceMaster, Presenter
Submitted by Laura Freeman, llfreeman1@aol.com

70. Panel Discussion: 3:30 PM-4:20 PM
309-310
Clients 101: The Class You Wish You Took in School
This session will stimulate discussion among seasoned I-O professionals to share personal experiences, ideas, and knowledge regarding common client relations issues encountered in the workplace that may not be addressed in graduate school. Topics may include time management, effective language, ethical boundaries, challenging client decisions, scope creep, and mitigation strategies.
Samantha J. Lilly, American Institutes for Research, Co-Chair

71. Symposium/Forum: 3:30 PM-4:50 PM
401-403
Going Global With Assessment Programs: Why They Work
While 61% of CEOs report looking offshore for growth, offshore assessment programs are failing to support business strategy. An international panel of experienced researchers and practitioners share their experiences of what drives successful programs and the contribution I-O psychologists can make to improve the odds for program success.
Rick R. Jacobs, Pennsylvania State University, Chair
Hennie J. Kniek, TTS-Top Talent Solutions/University of South Africa, Competencies and Competency Modeling as Building Blocks for Global Programs
Rick R. Jacobs, Pennsylvania State University, Making it Work: Understanding and Teamwork With Stakeholders
Wayne F. Cascio, University of Colorado Denver, Going Global With Assessments: Broader Factors to Consider
Eugene Burke, SHL Group Ltd., The Rise of the Talent Advisor and I-O Psychology
Paula Caligiuri, Northeastern University, Discussant
Submitted by Rick Jacobs, rick.jacobs@eijacobs.com

72. Community of Interest: 3:30 PM-4:20 PM
404
How I-O Psychology Can Respond to Ferguson
This session is open to those interested in discussing Ferguson and other similar issues. Two facilitators will use the lens of I-O psychology to consider how science could plausibly identify, make sense of, and help remediate potential inequities in policing as well as in other areas of societal instability.
Enrica N. Ruggs, University of North Carolina at Charlotte, Host
Michelle (Mikki) Hebl, Rice University, Coordinator

73. Panel Discussion: 3:30 PM-4:50 PM
407-409
Cutting to the Chase: Streamlining the Hiring Process
Presenters from several large Fortune 500 companies with high-volume hiring will discuss recent efforts to streamline their recruitment and prehire assessments and improve the candidate experience. Best practices and lessons learned will be shared, with a focus on change management initiatives, stakeholder partnership, and building a positive brand image.
Richard P. DeShon, Michigan State University, Chair
Anne C. Bai, Kellogg Company, Panelist
Christie Brodbeck, SHAK, Panelist
Lisa N. Littrell, Bank of America, Panelist
Matthew K. Minten, Verizon, Panelist
Larisa Belau Niedle, Bank of America, Panelist
Marina Pearce, Ford Motor Company, Panelist
Eric J. Sydell, SHAK, Panelist
Submitted by Larisa Belau Niedle, larisaniedle@gmail.com

74. Symposium/Forum: 3:30 PM-4:50 PM
Franklin 08
Employee–Organization Relationships and Employee Health
Little research has been conducted on the effects of the employee–organization relationship (EOR) on employee health. Five papers are presented that explore linkages between the EOR and employee health using different frameworks to spot light how, when, and why employees’ physiological and psychological health is affected.
Chiachi Chang, London School of Economics, Co-Chair
Jacqueline A-M Coyle-Shapiro, London School of Economics and Political Science, Co-Chair
Chiachi Chang, London School of Economics and Political Science, Chiahuei
75. Symposium/Forum: 3:30 PM-4:20 PM
Franklin 09
Multiteam Systems: Determinants and Dynamics of Emergent States
This session examines the determinants and dynamics of emergent states in multiteam systems; Presenters introduce a framework for understanding MTS emergent states, followed by studies investigating team- and MTS-level antecedents of cohesion over time in scientific and military settings. An expert in multilevel team influences provides recommendations for future research.
Stephen J. Zaccaro, George Mason University, Co-Chair
Samuel J. Posnock, Georgia Institute of Technology, Co-Chair
Samuel J. Posnock, Georgia Institute of Technology, Emily S. Medvin, Georgia Mason University, William S. Kramer, Clemson University, Miliani Jimenez-Rodriguez, U.S. Army Research Institute, Marissa L. Shuffler, Clemson University, Emergent States in Multiteam Systems: A Review and Research Agenda
Gia DiRosa, PricewaterhouseCoopers, LLC, Emergent States in MTS: An Examination of Between-Team Cohesion
Gilad Chen, University of Maryland, Discussant
Submitted by Samuel Posnock, samuelposnock@gmail.com

76. Symposium/Forum: 3:30 PM-4:50 PM
Franklin 10
Finding Value in 360-Feedback Rater Disagreements
360-degree feedback has long been used by organizations. However, there is a lack of consensus on how to compile feedback from different sources. The goal of this symposium is to discuss rater disagreements from both theoretical and empirical perspectives, and demonstrate the value of understanding unique inputs from various sources.
Karen M. Fuhrmeister, Hogan Assessment Systems, Chair
Guangrong Dai, Korn Ferry, Rater Source Effects in 360: Comparing Skill and Importance Ratings
Renee F. Yang, Hogan Assessment Systems, Mark Do, Peter Berry Consultancy, Karen M. Fuhrmeister, Hogan Assessment Systems, Exploring the Relationship Between Rater Personality and Rating Behavior
Keith D. McCook, Assess Systems, Differences in Rater–Ratee Personality and Impact on Self–Other Discrepancies
Anna Brown, University of Kent, Discussant
Submitted by Renee Yang, ryang@hoganassessments.com

77. Poster Session: 3:30 PM-4:20 PM
Franklin Hall
Job Attitudes/Engagement
77-1 Mediators of the Trustworthiness—Intent to Quit Relationship
Intent to quit (ITQ) was regressed on dimensional measures of management trustworthiness, job satisfaction, and general job stress using structural equation modeling. Management trustworthiness dimensions demonstrated differential relations with job satisfaction facets and job stress. Job satisfaction facets and job stress completely mediated the effect of management trustworthiness on ITQ.
Michelle H. Brodké, Bowling Green State University
Michael A. Gillespie, University of South Florida Sarasota-Manatee
Jennifer Z. Gillespie, University of South Florida Sarasota-Manatee
William K. Balzer, Bowling Green State University
Submitted by Michelle Brodké, mbrodké@bgsu.edu

77-2 Examining the Relationship Between Perceived Employability and Turnover Intentions
Job satisfaction, affective commitment, perceived job security, and tenure were examined as potential moderators of the relationship between perceived employability and turnover intentions. It was found that low affective commitment and high tenure were associated with a stronger perceived employability–turnover intentions relationship. Three-way interactions were also examined.
Yalcin Acikgoz, Middle East Technical University
Hayrîye Canan Sumer, Middle East Technical University
Nebi Sumer, Middle East Technical University
Submitted by Hayrîye Canan Sumer, hcanan@metu.edu.tr

77-3 Job Fit Affects Turnover Intentions via Engagement and Perceptions of Politics
This study assessed the impact of person–job fit on engagement and turnover intentions, proposing perception of politics moderates the relationship between fit and engagement. Findings revealed a fully moderated mediation. Engagement mediated the relationship between person–job fit and turnover intentions but only when perceptions of politics were medium/high.
Che L. Albowicz, Florida Institute of Technology
James R. Gallo, The Center For Organizational Effectiveness
Lisa A. Steelman, Florida Institute of Technology
Submitted by Che Albowicz, calbowicz2013@my.fit.edu

77-4 The Formative Nature of Person–Environment Fit
This poster examined whether the dimensions and levels of person–environment are formative or reflective. The results show that model fit is improved when person–environment fit is specified as a formative construct. This suggests that varying types of fit with different aspects of the environment combine to form employees’ perceptions of fit.
Jessica M. Badger, U.S. Army Research Institute
Tara S. Behrend, George Washington University
Submitted by Jessica Badger, jessicabagher1@gmail.com

77-5 Examining the Reliability and Validity of the Facet Satisfaction Scale
Established facet satisfaction measures have been criticized for being lengthy and for having questionable face validity. Evidence is provided of the reliability and validity of the Facet Satisfaction Scale—a 25-item face valid measure that assesses satisfaction with 5 facets: work itself, supervision, coworkers, pay, and promotional opportunities.
Nathan A. Bowling, Wright State University
Stephen H. Wagner, Governors State University
Caitlin E. Blackmore, Wright State University
Terry A. Beehr, Central Michigan Univ
Submitted by Nathan Bowling, nathan.bowling@wright.edu

77-6 Community and Occupational Unemployment Influence Sole Earners’ Job Satisfaction
This study hypothesized and found support for a 3-way interaction among community unemployment, occupational unemployment, and sole earner status on job satisfaction, such that the relationship between community unemployment and job satisfaction was stronger for individuals who are sole providers and working in occupations with high unemployment.
Jacob C. Bradburn, University of Michigan
Evan B. King, George Mason University
Isaac E. Sabat, George Mason University
Submitted by Jacob Bradburn, jacbradb@umich.edu
77-7 MTurk as a Workplace: Satisfaction and Turnover Among MTurk Workers
One participant recruitment method popular among industrial-organizational psychologists is Amazon's Mechanical Turk (MTurk). Requester–worker relationships were investigated as short-term employment relationships and report results of the first study in our field of job satisfaction and turnover among one of I-O's most commonly studied populations.

Alice M. Brawley, Clemson University
Cynthia L. Purv, Clemson University
Submitted by Alice Brawley, alice.brawley@gmail.com

77-8 Calling Predicts Job Satisfaction and Turnover For Teachers
In this study, 130 music teachers completed an online survey that measured calling towards music, calling towards teaching, job satisfaction, likelihood of turnover, and satisfaction with students and principals. Calling towards teaching predicted job satisfaction and turnover and moderated the effects of environmental factors, whereas calling towards music did not.

Amy Cox, University of Texas at Austin
Cody B. Cox, Texas A&M University San Antonio
Submitted by Cody Cox, ccxx@tamusa.tamus.edu

77-9 Differential Item Functioning on Employee Engagement Items Across Four Countries
Differences in employee engagement have been noted between different countries; to interpret differences between groups, measurement invariance is needed. The current research tests for measurement invariance on employee engagement items among employees in USA, Mexico, Germany, and China. Results suggest national origin does not impact responses on employee engagement.

Gabriel M. De La Rosa, Bowling Green State University
Submitted by Gabriel De La Rosa, gabriel.m.delarosa@gmail.com

77-10 The Indifference Disease: a Theory of Collective Apathy in Organizations
Collective apathy is introduced as a work unit's shared, resigned, and indifferent attitude toward the work or organization. The emergence of collective apathy, its nomological network, and mediational mechanisms are outlined, and interventions are suggested as an antidote to buffer the toxic effects of collective apathy.

David R. Glerum, University of Central Florida
Dana Joseph, University of Central Florida
Submitted by David Glerum, glerumd@knights.ucf.edu

77-11 Employee Engagement and Business Outcomes: Investigating Time Frames
The time frame linking employee engagement, customer service perceptions, and sales performance in a national retail organization are investigated. Results provide longitudinal support for the employee–customer–profit chain and highlight the unfolding process through which engagement influences business outcomes. Implications for analyzing lead indicators and designing interventions are discussed.

Mark Griffin, University of Western Australia
Rebecca C. Masson, Hay Group
Mark Royal, Hay Group
Submitted by Mark Griffin, griffinmarka@gmail.com

77-12 Engaged Volunteers: Combating Demands With Community Service Self-Efficacy
The job-demands resources model was used to investigate the moderating role of community service self-efficacy (CSSE) on the relationships between 2 demands (organizational constraints and role ambiguity) and volunteer engagement. CSSE attenuated the negative relationship between organizational constraints and engagement but not the association between role ambiguity and engagement.

Elizabeth Harp, University of Nebraska-Omaha
Lisa L. Scherer, University of Nebraska-Omaha
Joseph A. Allen, University of Nebraska-Omaha
Submitted by Elizabeth Harp, eharp@unomaha.edu

77-13 Identifying Factors That Foster Employee Engagement: A Meta-Analysis With SEM
Over the past decade, interest in employee engagement has increased dramatically. But the concept is still relatively new, and a number of questions remain. This study sought to determine what factors foster employee engagement by using a combination of meta-analytic and structural equation modeling techniques.

David W. Reeves, Sirota Survey Intelligence
Patrick K. Hyland, Sirota Survey Intelligence
Anthony W. Caputo, Teachers College, Columbia University
Submitted by Patrick Hyland, phyland@sirota.com

77-14 Within-Person Job Satisfaction Stability Increases With Age and Tenure
This poster investigated the intrapersonal stability of job satisfaction in a 15-year longitudinal study. Results indicate the lagged within-persons effect of early job satisfaction on later job satisfaction increases with age and tenure.

Gahyun Jeon, University of Illinois at Urbana-Champaign
Daniel A. Newman, University of Illinois at Urbana-Champaign
Submitted by Gahyun Jeon, jeon29@illinois.edu

77-15 Person–Job Fit and Adjustment Performance: A Moderated Mediation Model
Understanding the effects of the person–job fit on performance is important to the selection of effective employees. This paper posits organizational commitment as a mediator, and education level as a moderator, of the relationship between person–job fit and performance. Results provide partial support for this moderated mediation model predicting adjustment performance.

Alex P. Lindsey, George Mason University
James Meaden, George Mason University
Heather M. Mullins, George Mason University
Submitted by Alex Lindsey, aplindse@gmail.com

77-16 Autonomy and Affectivity in Predicting Psychological Ownership
To expand understanding of how psychological ownership develops, this poster tested a model where positive affectivity moderates the relationship between autonomy and psychological ownership. Findings reveal that the relationship between autonomy and psychological ownership is much stronger for individuals with low PA. Implications and future directions are discussed.

Robert B. Bullock, Scontrino-Powell
James R. Longabaugh, Seattle Pacific University
Zachary W. Cook, Utah Valley University
Dana L. Kendall, Seattle Pacific University
Submitted by James Longabaugh, longabaughj@spu.edu

77-17 Communication Frequency, Quality, and Relationship Satisfaction: A P–E Fit Approach
Using polynomial regressions and response-surface methodology, this study examined the congruence effect of employee received and desired communication frequency with supervisors on communication quality and communication relationship satisfaction. Findings showed that both communication quality and relationship satisfaction are higher when employees' actual communication frequency with their supervisors met their expectations.

Qi Zhang, Peking University
Lei Wang, Peking University
Wei peng Lin, Nankai University
Jinging Ma, Michigan State University
Kun Yu, Peking University
Submitted by Jinging Ma, majipsy@gmail.com

77-18 Examining Configurational Patterns of Commitment Sources: A Fuzzy Set Approach
This study identifies configurations of commitment sources that lead to high or low affective commitment based on the Miles and Snow typology. Using fuzzy set qualitative comparative analysis, the results reveal essential conditions (e.g. the presence of transformational leadership) for achieving high affective commitment in various solution pathways.
77-19 Proactive Personality and Work Outcomes: The Role of Employee Engagement
This poster investigated job and organizational engagement as mediators of the relationships between proactive personality and work outcomes. Using path analysis, it was found that job engagement mediated the relationship between proactive personality and subjective well-being, and that organizational engagement mediated the relationships between proactive personality and both well-being and affective commitment.

Virginia E. Pitts, Shippensburg University
Alexandra Toms, Wilson College
Jonathan Horensky, Shippensburg University
Submitted by Virginia Pitts, vepitts@ship.edu

77-20 Organizational Support and Employee Commitment: A Comparison of Motivational Pathways
This poster expanded upon the model put forth by organizational support theory by integrating self-determination theory. It is shown that managerial support as conceptualized by self-determination theory is related to increased perceptions of organizational support. Also, the motivational mechanisms of felt obligation and organizational identification have differential relationships with employee commitment.

Steven A. Ramirez, North Carolina State University
Samuel B. Pond, North Carolina State University
Sonia L. Oakley, North Carolina State University
Submitted by Steven Ramirez, alexram21@yahoo.com

77-21 Conversational Humor Production and Appreciation and Job Satisfaction
In this laboratory-based observational study, the relationship between conversational humor and job satisfaction was examined, and unique effects for the producer and appreciator roles were found: humor production was positively related to the relational component of task satisfaction, whereas humor appreciation was negatively related to satisfaction with the task itself.

Christopher Robert, University of Missouri
Serge P. da Motta Veiga, Lehigh University
James Wilbanks, University of Missouri—Columbia
Submitted by Christopher Robert, robertc@missouri.edu

77-22 Measuring Target Specific Engagement: Relationship to Support and OCB
This study investigated antecedents (perceived organizational support and family supportive organizational perceptions) and consequences (organizational citizenship behavior) of employee engagement using a target-specific approach. Results from 142 employees supported several hypotheses, suggesting examining engagement in a target-specific manner may have advantages over more general approaches.

Sara K. Trané, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Submitted by Sara Trané, strane2009@my.fit.edu

77-23 The Influence of Normative Performance Feedback on Self-Reported Flow
Research has found that the experience of flow is positively related to task performance. Because most flow measures are retrospective, self-report instruments, causal links between flow and performance, are speculative. This study demonstrates that perceptions of one’s performance influence scores on flow measures, raising questions about the measures’ internal validity.

Christopher J. Waples, Kansas State University
Patrick A. Knight, Kansas State University
Submitted by Christopher Waples, cwaples@ksu.edu

77-24 Can’t We Get Along? Goal Orientation, Relationship Quality and Communication
It was hypothesized that congruence between coach–athlete goal orientations relates to overall relationship quality. Using polynomial regression and response surface analysis, results indicated that goal orientation congruence is an important determinant of communication and overall relationship quality. Implications based on the magnitude and direction of goal orientation congruence/incongruence are discussed.

Meredith Nordbrock, CEB
Bart Weathington, University of Tennessee at Chattanooga
Christopher J. L. Cunningham, Logi-Serve/University of Tennessee at Chattanooga
Submitted by Bart Weathington, bart-weathington@utc.edu

77-25 Virtual Work Environment’s Effects on Engagement, Its Antecedents, and Consequences
The purpose of this experimental study was to determine what effect a virtual work environment has on engagement, its antecedents, and outcomes. Results show that task engagement and coworker relations are higher for those teams working in a colocated work environment than those who work in a virtual environment.

Brian M. Hurd, Intel Corporation
James W. Weston, Colorado State University
Steven G. Manning, Colorado State University
Kyle J. Sandell, Colorado State University
Janalee F. Thompson, Colorado State University
Zinta S. Byrne, Colorado State University
Submitted by James Weston, westonjw@rams.colostate.edu

77-26 Effects of Leader Cross-Cultural Competence on Attitudes Among Military Personnel
This poster examined the relationships between leader cross-cultural competence and subordinate job satisfaction and organizational commitment among 2,472 active duty military personnel. Consistent with conservation of resources theory and personality theory, the results revealed that the proposed relationships were stronger among personnel high than low in Conscientiousness.

Alexandra C. Virgels, University of Houston
Benjamin A. Farmer, University of Houston
Amanda L. Palmer, University of Houston
Tiffany M. Bisey, University of Houston
Allison Boyes, University of Houston
Kori Callison, University of Alaska-Anchorage
Daniel P. McDonald, Defense Equal Opportunity Management Institute
L. A. Witt, University of Houston
Submitted by L. Witt, witt@uh.edu

77-27 Cross-Temporal Meta-Analysis of the Changing Psychological Experience of Working
Cross-temporal meta-analysis technique was used to provide a large-scale analysis of changes worker reports of commonly measured constructs. The results point to negative shifts in the psychological experience of working (decreases in general job satisfaction, increases in role conflict and emotional exhaustion). Also evidenced were changes in work relationship variables.

Lauren A. Wood, University of Georgia
Brian J. Hoffman, University of Georgia
Jorge Lumbreras, University of Georgia
Natalie Rosenbalm, University of Georgia
Dominic Moore, University of Georgia
Miles Moffit, University of Georgia
Megan Miller, University of Georgia
Submitted by Lauren Wood, wood.lauren8@gmail.com

77-28 Who Is the Most Engaged at Work? A Meta-Analytic Review
Research has shown that it is possible to improve employee engagement through personality-based selection. A meta-analytic review of this literature was conducted in an attempt to establish empirical predictive validity of many common personality traits including Big 5 factors, positive and negative affectivity, and proactive personality for predicting employee engagement.
77-29 Initial Impressions of Trustworthiness and Subsequent Perceptions of Justice
The effects of initial trustworthiness impressions on justice perceptions were examined in 2 studies. In Study 1 the effect of trustworthiness was mediated by one’s psychological state of trust and fairness-related counterfactual thinking, respectively. In Study 2, the indirect effect of trustworthiness was transmitted through trust alone.
Brian C. Holtz, Temple University
Submitted by Brian Holtz, bholtz@temple.edu

77-30 Trust in Supervisor Versus Organization: Role of Politics and Justice
Little is known about how politics influences trust. This poster proposes that justice plays an important role and that the focus of both the justice and trust dimension matters. Results show that interactional and procedural justice mediate the relationship between politics and trust towards one’s supervisor and organization, respectively.
David J. Swiderski, University at Albany, SUNY
Sylvia G. Roch, University at Albany, SUNY
Submitted by David Swiderski, dj27swid@gmail.com

78. Special Events: 3:30 PM-4:20 PM
Grand A
Distinguished Professional Contributions Award:
Toward a Theory of Employee Preferences
This presentation will summarize 25 years worth of research regarding what employees most want from their employers and top leaders. Secondary research, based on analysis of multicountry data sets, will show that what employees want is associated with organizational performance. Implications for measurement and organizational development will be highlighted.
Allen I. Kraut, Baruch College/Kraut Associates, Host
Jack W. Wiley, Manchester University, Presenter
Submitted by Allen Kraut, allenkraut@aol.com

79. Special Events: 3:30 PM-4:20 PM
Grand B
Executive Board Special Session: A Data-Driven Approach to Improving SIOP: Practicing What We Preach
This session engages SIOP members in a discussion on (a) SIOP and its committees’ data collection activities, (b) how the data is used, (c) how the data could be used, and (d) how SIOP can continue its reliance on data driven decision making while minimizing the burden on the members.
Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, Chair
Mark L. Poteet, Organizational Research & Solutions, Inc., Panelist
Peter J. Rautigliano, Sirota Consulting, Panelist
Tilman Sheets, Louisiana Tech University, Panelist
Submitted by Charles Scherbaum, charles.scherbaum@baruch.cuny.edu

80. Symposium/Forum: 3:30 PM-4:50 PM
Grand C
The Millennial Profile: Truth, Trash, or Trivial?
As Boomers are entering retirement and Millennials are infiltrating the workforce, it’s our challenge to understand what defines Millennials. This symposium critiques the characteristics prominent in popular press, attempts to demystify generational differences and presents robust research with data and interpretations for practical application in a future-forward work environment.
Katherine Sullivan, Frito Lay, Chair
Casey W. Johnson, Assess Systems, Keith D. McCook, Assess Systems, Personality Differences Among Generations: Expectations From a

81. Panel Discussion: 3:30 PM-4:20 PM
Grand D
Evaluating Good Decision Making Starts With Making Good Decisions
This session will include multiple viewpoints on how best to predict and improve employee decision making. Panelists will discuss existing research on evaluating characteristics that define good judgment, cognitive style and horsepower, and implications for employee selection and development. Experiences with implementing programs featuring corresponding assessments will also be discussed.
Michael R. Sanger, Hogan Assessment Systems, Chair
Mattias Elg, Assesio, Panelist
Rhonda L. Gutenberg, YSC, Panelist
Dann S. Nei, Hogan Assessment Systems, Panelist
Jan Rybeck, Korn Ferry, Panelist
Submitted by Michael Sanger, msanger@hoganassessments.com

82. Roundtable Discussion/Conversation Hr: 3:30 PM-4:20 PM
Grand I
Legal Risk Points in Talent Assessment: Surveying the Landscape
In this interactive session, an attorney and a psychometric executive will review pivotal points in test design, use that pose legal risks to testing organizations, and explore practical strategies for addressing them in light of case law, statutes, and standards and best practices in employment testing.
John A. Weiner, PSI, Host
Keith M. Pyburn, Fisher & Phillips, LLP, Host
Submitted by John Weiner, jweiner@psionline.com

83. Panel Discussion: 3:30 PM-4:50 PM
Grand J
New Directions in Leader Development Research
This session will provide a forum for discussing new avenues in leader development research. The focus will specifically be on activities, events, and processes that enhance or hinder leader development. Topics will include shocks on leader development, developmental spirals, self-reflection and self-awareness, sense making, and feedback seeking.
Stefanie A. Plemmons, ARI, Chair
David V. Day, University of Western Australia, Panelist
Joseph Doty, Duke University, Panelist
Lisa Dragoni, Cornell University, Panelist
Jeffrey Fenlason, U.S. Army, Panelist
Roni Reiter-Palmon, University of Nebraska-Omaha, Panelist
Submitted by Stefanie Plemmons, stefanie.a.plemmons.civ@mail.mil

84. Symposium/Forum: 3:30 PM-4:20 PM
Grand K
Individual Differences and the Creative Process: Implications for Talent Identification
Creativity is often critical to organizational success. Previous researchers often examined relationships between individual differences and creative outcomes while discarding research indicating creativity is best viewed as a process rather than an outcome. This symposium will illustrate how individual differences can predict individual and team creative processes.
Kimberly S. Nei, Hogan Assessment Systems, Chair
Alexandra E. MacDouggall, University of Oklahoma, Co-Chair
Kimberly S. Nei, Hogan Assessment Systems, Darin S. Nei, Hogan Assessment Systems, Philip Gibson, University of Oklahoma, Alexandra E. MacDouggall,
University of Oklahoma, **Personality and the Creative Process**
Lily Cushenbery, Stony Brook University, Jeffrey B. Lovelace, U.S. Army, Samuel T. Hunter, Penn State University, **Are Jerks More Original? Disagreeableness and Creative Idea Expression**
Tamara L. Friedrich, University of Warwick, David R. Peterson, University of Oklahoma, Sebastian Van Doorn, University of Warwick, **Individual Differences in Creative Capacities and Team Creativity**
Adrian Furnham, University College London, **Discussant**
Submitted by Kimberly Nei, khestor0603@gmail.com

85. Symposium/Forum: 3:30 PM-4:50 PM
**Grand L**

Where Does Workplace Design Fit in the I-O Tool Box?
This symposium brings together scholars and practitioners to discuss how elements of workplace design serve as valuable tools when it comes to establishing identity, influencing change, and building a high-performance organization. The set of studies and cases highlight the use of culturally intelligent design, fluid boundaries, and elements of nature.
Levi R. Nieminen, Denison Consulting, **Chair**
Tracy Brower, Herman Miller, Inc., **Culture + Place: Symbiosis and Synergies for a Living Office**
Peter Bacevice, University of Michigan, Elizabeth Burow, HLU International, LLP, **Whose Space is It Anyway? Designing for Fluid Organizational Boundaries**
Gemma Irving, University of Queensland, Monro Kromah, University of Queensland, Ouremi B. Ayoko, University of Queensland, Neal M. Ashkanasy, University of Queensland, **Organizational Change and Unintended Consequences: The Role of Place Attachment**
Stephen M. Colarelli, Central Michigan University, Robert M. Minjock, Central Michigan University, **Why We Need More Nature at Work**
Randy Fiser, ASID, **Discussant**
Submitted by Levi Nieminen, levi.nieminen@gmail.com

86. Special Events: 3:30 PM-4:20 PM
**Independence Ballroom**

Theme Track: Going Forward by Going Back: “Ignite” Our Basic Stats!
This symposium will use a format modeled after the popular Ignite sessions to advance our understanding of fundamental design and analysis issues. Specific topics include revisiting the role of field experiments, understanding t-tests; reviewing the logic behind the bootstrap; interpreting dummy codes; sandwich estimators in regression, and of in SEM.
Paul D. Bliase, University of South Carolina, **Co-Chair**
Patrick J. Rosopa, Clemson University, **Co-Chair**
Eden B. King, George Mason University, **Presenter**
Scott Tonidandel, Davidson College, **Presenter**
Mark B. Gavin, West Virginia University, **Presenter**
Larry J. Williams, University of North Dakota, **Presenter**
Submitted by Scott Tonidandel, scottonidandel@davidson.edu

87. Special Events: 3:30 PM-4:20 PM
**Liberty AB**

Executive Board Special Session: A Conversation With SIOP Leadership
Come meet with SIOP leaders to discuss the latest updates on SIOP’s strategic initiatives as well as get answers to your questions about SIOP activities.
Jose M. Cortina, George Mason University, **Host**
Tammy D. Allen, University of South Florida, **Host**
Steve W. J. Kozlowski, Michigan State University, **Host**

88. Symposium/Forum: 3:30 PM-4:50 PM
**Liberty C**

Shared Leadership in Teams: Contemporary Perspectives in Diverse Contexts
Recent research suggests that shared leadership contributes to the functioning and success of work teams. This symposium presents contemporary theory and research uncovering the intricacies of shared leadership across several diverse contexts: why it emerges in teams and under what conditions it contributes to or detracts from team performance.
Jessica L. Wildman, Florida Institute of Technology, **Co-Chair**
Marissa L. Shuffler, Clemson University, **Co-Chair**
Shawn Burke, University of Central Florida, Marissa L. Shuffler, Clemson University, **Shared Leadership: Building Autonomous Teams in Long Duration Space Flight**
Charles P. Scott, Florida Institute of Technology, Jessica L. Wildman, Florida Institute of Technology, **Voicing Leadership: Predicting Shared Leadership Emergence With Vocal Intensity**
Lauren D’Innocenzo, University of Connecticut, Michael R. Kukenberger, University of New Hampshire, John E. Mathieu, University of Connecticut, **Differential Influence of Psychological Safety on Shared Leadership Forms**
Beth J. Gitlin, Florida Institute of Technology, Jessica L. Wildman, Florida Institute of Technology, **Power Distance and Shared Leadership in Global Virtual Teams**
Submitted by Jessica Wildman, jwildman@fit.edu

89. Symposium/Forum: 4:30 PM-5:50 PM
**305-306**

Adventures in Unfolding Measurement Modeling: Applications to Important Work-Related Constructs
Research shows that in comparison to traditional dominance scoring (sum-scoring, traditional IRT), unfolding models more accurately estimate constructs measured via self-report surveys. This symposium builds on these findings by presenting cutting-edge applications of unfolding models to important work-related constructs such as conscientiousness, emotional intelligence, dark-side personality, and employee engagement.
Nathan T. Carter, University of Georgia, **Chair**
Rachel L. Williamson, University of Georgia, **Co-Chair**
Matthew L. LaPalme, University of Central Florida, **Co-Chair**
Wei Wang, University of Central Florida, **Co-Chair**
Rachel L. Williamson, University of Georgia, Nathan T. Carter, University of Georgia, Li Guan, University of Georgia, Samia Shaikh, University of Georgia, Mckenzie L. Benson, University of Georgia, Amber L. Davidson, University of Georgia, Sheena Hines, University of Georgia, Benjamin Listyg, University of Georgia, **The Development of an Unfolding Hierarchical Measure of Conscientiousness**
Matthew L. LaPalme, University of Central Florida, Wei Wang, University of Central Florida, **DIF Detection for Emotional Intelligence Using MCMC GGUM**
Colby L. Kennedy, University of Georgia, Nathan T. Carter, University of Georgia, Brian J. Hoffman, University of Georgia, **Testing for Curvilinearity Between the Dark Triad and Work Outcomes**
David R. Glerum, University of Central Florida, Wei Wang, University of Central Florida, **Engaged “to a Point”: Comparing Dominance and Ideal-Point IRT Models**
Alan D. Mead, Talent Algorithms Inc, **Discussant**
Submitted by Rachel Williamson, will2493@uga.edu

90. Symposium/Forum: 4:30 PM-5:50 PM
**309-310**

Private Equity: From “Cost-Cutting” to “More Culture Please”
This symposium brings together private equity (PE) practitioners to advance our understanding of how organizational culture can be leveraged in this unique context. Together the presenters will explore challenges associated with culture change and ownership cycles, as well as the three major areas of opportunity for I-Os in PE.
Alice Wastag, Denison Consulting, **Chair**
Bill Doucette, NES Rental Holdings, Inc., **Liquidity Pressure and Adding Value Using Lever Two Initiatives**
Alice Wastag, Denison Consulting, Sarah Patrick, Denison Consulting, **Portfolio Management Strategy: Managing Culture in PE Portfolio Companies**
Case Kuehn, LOUD Technologies, **Culture Management as a Value Driver in Private Equity**
Ed Tetreault, Apex Tool Group, LLC, **Partnering With Private Equity Firms to Drive Business Performance**
Karl Polen, Arizona State Retirement System, **Liquidity and Hiring the Right Team**
Submitted by Alice Wastag, alicewedastag@yahoo.com
91. Community of Interest: 4:30 PM-5:50 PM

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Measuring Implicit Motives via Conditional Reasoning

James M. LeBreton, The Pennsylvania State University, Host
Jeremy L. Schoen, Georgia Gwinnett College, Host
Sigrid B. Gustafson, Success Exceleration, LLC, Host
Christine E. Corbet, Right Management, Coordinator

92. Symposium/Forum: 4:30 PM-5:50 PM

Franklin 09

Examining Alternatives to Criterion-Related Validity Studies When Setting Worker Requirements

This symposium examined 2 alternative methods: validity generalization (VG), and rationally identified personality profiles. Results indicated that (a) meta-analytic VG methods may be biased toward overly inferring generalizability, (b) rationally identified target personality profiles exhibited disturbing levels of within-title heterogeneity, and (c) empirically derived personality profiles diverged from those developed rationally.

Robert J. Harvey, Virginia Tech, Chair
Ted A. Paterson, University of Nebraska-Lincoln, Piers Steel, University of Calgary, John D. Kammeyer-Mueller, University of Minnesota, Is Homogeneity a Meta-Analytic Myth? Examining Bessel’s Variance Estimation Correction
Daniel P. Whitamack, Consulting Psychology Group, Robert J. Harvey, Virginia Tech, Within-Title Heterogeneity in Rationally Derived Target Personality Profiles for Jobs
Robert J. Harvey, Virginia Tech, Deriving Target Personality Profiles Empirically: Not Socially Desirable, With Situational Moderation
Michael A. McDaniell, Virginia Commonwealth University, Discussant

93. Poster Session: 4:30 PM-5:20 PM

Franklin Hall

Testing/Assessment

93-1 The UWBQ-I: The Validation of a Measure of Instigated Incivility

A multidimensional measure of instigated incivility was adapted and validated. Findings indicate a second-order CFA with 1 first-order dimension and 4 subdimensions showed improvement over previous measures in predictive validity, representation of the construct, and showed greater correlations with a conceptually related personality variable.

Cavan J. Gray, University of Georgia
Nathan T. Carter, University of Georgia
Karen Sears, Western Illinois University
Submitted by Cavan Gray, cjgray@uga.edu

93-2 Biodata Predictors of Tournament Performance on the PGA Tour

Based on 1122 golfers from 8 tournaments on the PGA tour, results showed that objective, verifiable biodata measures of experience and performance were valid predictors of tournament performance. Consistent with hypotheses, high fidelity-proximal measures of experience and performance were stronger predictors of tournament performance than low fidelity-distal predictors.

Kameron Carter, University of Iowa
Michael K. Mount, University of Iowa
Quinn Steigleder, Colgate University
Submitted by Kameron Carter, kameron-carter@uiowa.edu

93-3 Faking Based DIF Pervasive in Well-Used Big-Five Measure

Analysis conducted with over 20,000 applicants found differential item functioning in 35 of 55 items in a popular Big Five personality test (FITability 5). Although debate about faking remains, this study provides convincing evidence, at least in this case, that faking is a serious threat to personality testing validity.

Long H Nguyen, Roosevelt University
Brennan D. Cox, U.S. Navy
Adrian Thomas, Roosevelt University
Sarah E. Jones, Roosevelt University
Submitted by Long Nguyen, lnguyen02@mail.roosevelt.edu

93-4 Big Five Traits: Predictors of Retesting Propensity and Score Improvement

This study investigated whether Big Five personality traits may predispose initially unsuccessful job applicants toward retesting on preemployment cognitive ability and job knowledge tests. Predictors of retesting and score improvement were evaluated in a total sample of 60,185 internal and external candidates for military officer commissions and pilot assignments (5,697 retesters).

Laura G. Barron, U.S. Air Force
John Trent, U.S. Air Force
James Johnson, U.S. Air Force
Submitted by Laura Barron, laura.barron@us.af.mil

93-5 Fitness Motivation Constructs, Subgroup Differences, and Validity

The purpose of this research effort was to develop a construct-oriented biodata measure of physical fitness that is easy to administer, reduces subgroup differences, and shows strong correlations with physical fitness outcomes. Results showed small to moderate subgroup differences for most physical fitness constructs and high validity estimates.

Robert Kicullen, U.S. Army Research Institute for the Behavioral and Social Sciences
Teresa L. Russell, Human Resources Research Organization
Bethany H. Bynum, Human Resources Research Organization
Alicya N. Busz, George Mason University
Submitted by Alicya Busz, alyciabusz@gmail.com

93-6 Profiles in Temperament: Enhancing Scale Validities Using Profile Similarity Metrics

This poster computed the following profile similarity metrics for 10 temperament scales: the shape of each respondent’s ratings profile relative to the key, r(r,k); profile elevation, Xmean; and profile scatter, sdx2.

Regression confirmed profile metrics account for nearly all variance in conventional scores, and optimize scale validity against relevant criteria.

Alicya N. Busz, George Mason University
Kristen A. Robinson, George Mason University
Peter Legree, U.S. Army Research Institute
Submitted by Alicya Busz, alyciabusz@gmail.com

93-7 Do Job Applicants Fake on Vocational Interest Measures?

This study used an induced faking design to examine how job applicants fake on vocational interest measures. Results show that respondents almost always inflate their vocational interest scores when applying for a job, and score inflation is highest when the facet corresponds to the first interest code of the job.

Mengyang Cao, University of Illinois at Urbana-Champaign
Wei Ming Jonathan Pan, University of Illinois at Urbana-Champaign
Qianqi Song, University of Illinois at Urbana-Champaign
SeongHee Cho, University of Illinois at Urbana-Champaign
Fritz Dragow, University of Illinois at UrbANA-Champaign
Submitted by Mengyang Cao, pkucmy@gmail.com

93-8 Simulation-Based Assessment of Positive Attitude and Teamwork Beyond Personality Testing

A team exercise simulation developed to assess teamwork and positive attitude was tested on 87 operator workers. A comparative evaluation between the simulation and personality tests showed that the simulation had strong predictive validity of task performance and contextual performance, incremental validity beyond self-reported personality inventories, and minimal subgroup differences.

Luye Chang, Select International, Inc.
Steven Jarrett, Select International, Inc.
Megan Why, Select International, Inc.
Victoria L. Markan, Select International, Inc.
Amber H. Tipton, Select International, Inc.
Submitted by Luye Chang, schang@selectintl.com

93-9 Grit: Additional Construct Validation

Research suggests that grit may predict goal achievement and success over time. To facilitate I-O applications of grit, the construct validity of grit was evaluated in an academic performance context (N = 624) to provide additional clarity regarding grit’s utility as a predictor of goal-directed performance.
**93-10 Subgroup Differences in SJT Scores: Does SES Play a Role?**
This poster investigated the influence of socioeconomic status (SES) on SJT scores in high-stakes testing in the UK. The effect of people's SES on SJT scores was negligible ($d = .03–.08$). As expected, cognitive ability test scores were lower for applicants with lower SES ($d = .35$).

Jan Corstjens, Ghent University
Filip Lievens, Ghent University
Fiona Patterson, University of Cambridge
Submitted by Jan Corstjens, jan.corstjens@ugent.be

**93-13 Supervisory Opportunity to Observe Moderates Criterion-Related Validity Estimates**
Conceptual, operational, and empirical evidence for the moderating effects of supervisory opportunity to observe on the observed estimates of criterion-related validity for a cognitive ability test is presented. When supervisors had a higher opportunity to observe incumbents, both criterion-related validity estimates and interrater agreement were higher.

Chihwei Su, U.S. Customs and Border Protection
Jeffrey H. Busciglio, U.S. Customs and Border Protection
Charles N. MacLane, U.S. Office of Personnel Management-retired
Submitted by Jeffrey Cucina, jcucina@gmail.com

**93-17 Convergent Validity of a MDPP CAT for High-Stakes Personality Testing**
Past research indicates that multidimensional forced choice scales can reliably measure personality using IRT-based scoring. However, there is little evidence for the convergent validity of these scales with independently established measures using traditional response formats. This study addresses this limitation by correlating forced choice scales with established measures.

Christopher R. Huber, University of Minnesota
Jeffrey S. Conway, Aon Hewitt/University of South Florida
Anthony S. Boyce, Aon Hewitt
Submitted by Christopher Huber, huber195@umn.edu

**93-18 Interviewing for Guilt Proneness: Consensus and Self–Other Agreement**
This poster examined whether individuals’ guilt proneness can be detected from their responses to written interview questions. Judges who did not know the targets had moderate consensus in ratings, and their ratings correlated with the targets’ self-ratings. The poster also discusses how many raters are required to reliably judge guilt proneness.

Yeonjeong Kim, Carnegie Mellon University
Taya R. Cohen, Carnegie Mellon University
A.T. Panter, University of North Carolina
Submitted by Yeonjeong Kim, yeonjeongkim@cmu.edu

**93-19 Supervisor Performance Ratings: Is the View Different From the Top?**
This study explores differences in direct and indirect supervisors’ ratings of performance. The accuracy of supervisor ratings is evaluated in terms of reliability. In addition, effectiveness of ratings as a criterion was assessed by exploring their relationship with a selection assessment measuring personality, cognitive ability, situational judgment, and biodata.

Amanda Klabzuba, IBM
Meagan E. Brock, West Texas A&M University
Submitted by Amanda Klabzuba, shipman.amanda@gmail.com

**93-20 Grade Increases Over Time: Grade Inflation, Not Just Hot Air**
Grade inflation can degrade the quality of GPA as an indicator of applicant potential. Previous studies have shown grade increases across time but have been unable to pinpoint the cause. Course-level grades and stringent controls are used to demonstrate that grade increases are, in fact, due to grade inflation.

Jack W. Kostal, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitted by Jack Kostal, kostal021@umn.edu

**93-21 Reverse-Scoring Method Effects in Factor Analyses of Inventory Responses**
This poster examined item social desirability as it relates to reverse scoring in factor analyses. Discussion focuses on statistical methods and implications for researchers and practitioners.

Submitter: Christopher Huber, huber195@umn.edu

**93-22 Differences in Socially Desirable Response Patterns Across Populations**
This study examined whether socially desirable response patterns differ across populations. The results suggest that the effect of social desirability on test scores is influenced by cultural factors.

Submitter: Dinora Fitzgerald, drfgerald@gmail.com
scoring. The first study found that 15 of 16 investigated scales contained a confound. Next, single-factor solutions were forced on each of 5 measures, with factor loadings being equally predictable via scoring key or item social desirability rating.

John Kulas, Saint Cloud State University
Ray G. Klahr, DRI Consulting
Lindsey M. Knights, Saint Cloud State University
Submitted by John Kulas, jtkulas@stcloudstate.edu

93-22 Conditional Reasoning Applied to Integrity: An Obvious Choice
Predicting counterproductive work behavior (CWB) in the selection process can be difficult because the behaviors of interest are transparently negative. This study tried to combat this by applying a nontransparent, implicit measurement method, conditional reasoning. The results indicated that conditional reasoning accurately predicted CWBs even after controlling for Conscientiousness.

Matthew S. O’Connell, Select International, Inc.
Amie D. Lawrence, Select International, Inc.
Luye Chang, Select International, Inc.
Douglas Wolf, Select International, Inc.
Matthew K. Minton, Verizon
Jessica Petor, Select International, Inc.
Submitted by Amie Lawrence, alawrence@selectintl.com

93-23 Predictors of Integrity Ratings in the Royal Dutch Military Police
In a Dutch military trainee sample, the validity of integrity tests, HEXACO personality dimensions, and GMA, was investigated for predicting self- and supervisor ratings of integrity. Both self- and supervisor ratings were predicted by integrity and personality but not GMA. Incremental validity was partially observed for integrity and personality.

Bernd Marcus, University of Hagen
Jan te Nijenhuis, Vrije Universiteit-Amsterdam
Myckel Cremers, Dutch Ministry of Defence
Kitty van der Heijden-Lek, Free University
Submitted by Bernd Marcus, Bernd.Marcus@Fernuni-Hagen.de

93-24 Using Structured Interviews Across Specialties in Medical Residency Selection
This poster developed and piloted a set of past-behavior structured interview questions that measure important interpersonal competencies required in medical residency. Results indicate that the questions are construct valid and relevant for assessing residency performance. This study represents a successful attempt to expand residency selection criteria beyond cognitively loaded variables.

Brittany J. Marcus-Blank, University of Minnesota
Michael J. Cullen, University of Minnesota Medical School
Submitted by Brittany Marcus-Blank, marcu093@umn.edu

93-25 Computer Adaptive Testing Algorithm Performance in Simulated and Applicant Samples
This study examined how computer adaptive testing algorithms optimized for simulated examinee samples performed with a live operational sample. Item exposure frequencies, test bank usage, and test length characteristics for cognitive abilities and job knowledge tests with item banks of varying size and quality are discussed.

Cory M. Moclaire, Naval Aerospace Medical Institute
Tatana M. Olson, United States Navy
Sabrina M. Drollinger, Naval Aerospace Medical Institute
Eric S. Vorm, Naval Aerospace Medical Institute
Chris Foster, United States Navy
Submitted by Tatana Olson, tm04@hotmail.com

93-26 Practice Effects on a Diverse Operational Selection Test Battery
This study assessed practice effects for live applicants who retested on a test battery used to select candidates for aviation training in the United States Navy. Comparisons between computer adaptive and static parallel versions of cognitive abilities and job knowledge tests, a psychomotor battery, and biodata inventory are discussed.

Cory M. Moclaire, Naval Aerospace Medical Institute
Tatana M. Olson, United States Navy
Sabrina M. Drollinger, Naval Aerospace Medical Institute
Eric S. Vorm, Naval Aerospace Medical Institute
Brennan D. Cox, United States Navy
Submitted by Tatana Olson, tm04@hotmail.com

93-27 Halo Revisited, Yet Again: Item Observability and Rater Individual Differences
This study explores to what extent halo provides an explanation for the tendency of raters to agree more on less observable rating items. The results show that halo is not an adequate explanation for this tendency overall but it does provide an explanation for raters low in motivation or Conscientiousness.

Sylvia G. Roch, University at Albany, SUNY
Anthony R. Paquin, Western Kentucky University
Submitted by Sylvia Roch, sroch@albany.edu

93-28 Assessment Centers vs. Ability: A New Perspective on Criterion-Related Validity
This study offers a new comparison perspective: a head-to-head comparison of studies utilizing both an ability test and an assessment center within the same samples, jobs, and criterion measures, producing a more direct evaluation of criterion-related validity. Contrary to prior findings predicting job performance, assessment centers outperformed ability tests.

Oren R. Shewach, University of Minnesota
Paul R. Sackett, University of Minnesota
Heidi N. Keiser, University of Minnesota
Submitted by Oren Shewach, shewa006@umn.edu

93-29 Identifying Deferent Employees: Considerations Writing Situational Judgment and Biodata Items
This paper investigated using deferent response options when writing biodata and situational judgment items. Endorsement of these response options was associated with lower Conscientiousness, Emotional Stability, and negatively related to job performance. As such, deferent responses appear useful distracters to enhance the criterion-related validity of biodata and SJT measures.

Andrew Speer, SHL
Submitted by Andrew Speer, speer1ab@cmich.edu

93-30 Personality Test Faking Detection and Selection Rates
This paper reports on the utility of the Kuncel and Borneman (2007) approach to faking detection using unusual item responses, a within-subjects design, and real job applicants. Results suggest that a quantitative scoring scheme may increase its validity, and that the approach may be amenable to ecological contexts.

David J. Wolfe, Illinois State University
Dan Ispas, Illinois State University
Alexandra Ilie, Illinois State University
Dragos G. Iliescu, University of Bucharest, Romania
Submitted by David Wolfe, djwolfe1013@hotmail.com

94. Alternative Session Type: 4:30 PM-5:50 PM
Grand A
Listening: Why Should You and Why Should You Not?
This session presents theory-driven experimental works showing that listeners make their partners talk more fluently, report more complex and moderate attitudes, influence power distribution with speakers, and that people high in avoidance-attachment style benefit less from being listened. The audience will be invited to a facilitated discussion.

Avraham N. Kluger, Hebrew University of Jerusalem, Chair
Michael Fiese, NUS Business School, Co-Chair
Angelo S. DeNisi, Tulane University, Co-Chair
Frederik Anseel, Ghent University, Co-Chair
Benjamin Schneider, CEB Valtera, Co-Chair
Gary P. Latham, University of Toronto, Co-Chair
Avraham N. Kluger, Hebrew University of Jerusalem, Author
Guy Ilzchakov, The Hebrew University, Author
Anat Hurwitz, New York University, Author
Dotan R. Castro, Hebrew University of Jerusalem, Author
Submitted by Avraham Kluger, Avraham.Kluger@huji.ac.il
95. Symposium/Forum: 4:30 PM-5:50 PM
Grand B
New Methods in Examining Workplace Outcomes of LGB Identity Management

This symposium presents 4 studies that utilize longitudinal, experimental, and qualitative approaches to examine the internal and interpersonal workplace outcomes of LGB identity management. As a set, these studies provide compelling evidence that openly disclosing one’s LGB identity leads to the most optimal intrapersonal and interpersonal outcomes.

Isaac E. Sabat, George Mason University, Co-Chair
Kirsten P. Jones, Washington State University, Co-Chair
Christine M. Y. Kermond, Michigan State University, Ann Marie Ryan, Michigan State University, Compartmentalizing LGBT IDentity: The Relative Importance of Self-Esteem and Context
Thomas Sasso, University of Guelph, Nicholas P. Salter, Ramapo College of New Jersey, Kimberly K. Halloran, Ramapo College of New Jersey, Christian T. Lucca, Ramapo College of New Jersey, Positive Experiences of LGBTQ Employees
Isaac E. Sabat, George Mason University, Larry R. Martinez, The Pennsylvania State University, Nicholas A. Smith, The Pennsylvania State University, Kayla Weaver, The Pennsylvania State University, Auditory Cues Driving Sexual Orientation Discrimination
Kayla Weaver, The Pennsylvania State University, Larry R. Martinez, The Pennsylvania State University, All(Y) in the Family: Perspectives From LGB and Supportive Employees
John M. Cornwell, Rice University, Discussant

Submitted by Isaac Sabat, isabat@gmu.edu

96. Roundtable Discussion/Conversation Hr: 4:30 PM-5:50 PM
Grand I
Industrial-Organizational Psychology and the United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals, launched in 2015, set specific and challenging targets for tackling the world’s biggest problems. Human work-related behavior is central to meeting each goal. How major topics in I-O psychology relate to these goals?

Lori Foster Thompson, North Carolina State University, Host
Alexander E. Gloss, North Carolina State University, Host
Mathian Osicki, IBM, Host
Deborah E. Rupp, Purdue University, Host
Lise M. Saari, NYU & Baruch, Host
Drew Mallory, Purdue University, Host
English G. Sall, North Carolina State University, Host

Submitted by Alexander Gloss, aegloss@ncsu.edu

97. Symposium/Forum: 4:30 PM-5:50 PM
Grand K
Cows in Canada? Examining Nontraditional Interview Questions

The use of nontraditional interview questions (NTIQs; e.g., how many cows are in Canada?) has become increasingly popular in organizations. However, this recent trend has largely preceded any empirical evidence supporting this practice. Thus, this symposium explores implications of NTIQs in organizations, utilizing both experimental and applied data.

Nathan E. Wiita, RHR International, Chair
Elonora D. Kelly, Georgia Institute of Technology, Nathan E. Wiita, RHR International, Patrick Bradshaw, Georgia Institute of Technology, Rustin D. Meyer, Georgia Institute of Technology, Could You Please Repeat the Question?

NTIQs and Applicant Reactions
Scott Highhouse, Bowling Green State University, Christopher D. Nye, Michigan State University, The Dark Side of Oddball Interview Questions
Renée C. Payne, San Diego State University, Tina Malm, Google, Melissa M. Harrell, Google, Debunking Brain teasers: Utilizing Structured Interviewing Practices at Google
Jessica Keeney, APTMetrics, Inc., A. James Illingworth, APTMetrics, Inc., Tunji Oki, University of Houston, Michael Blair, Sprint, Best Practices in the Development and Validation of NTIQs
Michael A. Campion, Purdue University, Discussant

Submitted by Nathan Wiita, nwita@rhrinternational.com

98. Special Events: 4:30 PM-5:50 PM
Independence Ballroom
Theme Track: Big Data Advances from Computer Science and Statistics

Over the past 2 decades, computer science and statistics have made significant advances in dealing with “Big Data” issues such as large and sparsely populated data matrices, data visualization, and text data mining. This session will consist of 3, 20-minute symposium talks focused around significant advances in these fields.

Adam W. Meade, North Carolina State University, Chair
Evan F. Sinar, Development Dimensions International (DDI), Presenter
Ehsan Bokhari, University of Illinois at Urbana-Champaign, Presenter
Andrea Villanes, North Carolina State University, Presenter

Submitted by Scott Tonidandel, scntonidandel@davidson.edu

99. Panel Discussion: 4:30 PM-5:50 PM
Liberty AB
Performance Appraisal: Balancing Business Needs and Legal Defensibility

A panel of practitioners will discuss the role of performance appraisal systems in modern organizations. The discussion will include the challenges, legal obligations and risks, and best practices associated with the development, enactment, and maintenance of performance management systems.

Kayo Sady, DCI Consulting, Chair
Michael G. Aamodt, DCI Consulting, Panelist
Chester Harvey, Berkeley Research Group, LLC, Panelist
Martha E. Hennen, Consumer Financial Protection Bureau, Panelist
Rose A. Mueller-Hanson, PDRI, a CEB Company, Panelist

Submitted by Kayo Sady, ksady@dciconsult.com

100. Panel Discussion: 5:00 PM-5:50 PM
302-304
Employee Engagement Surveys: Is There a Better Way?

This panel aims to bring together 4 panelists who recently overhaul their existing company-wide engagement surveys in order to (a) align it strategically with its people and business needs, (b) push the traditional boundaries of measuring employee engagement, and (c) question decade-old, well-established assumptions underlying survey practices.

Madhura Chakrabarti, Dell Inc., Chair
William H. Macey, CEB, Panelist
Christian Liebig, SAP SE, Panelist
Elizabeth A. McCune, Microsoft Corporation, Panelist
Hazen Wittemeyer, Hay Group Insight, Panelist

Submitted by Madhura Chakrabarti, madhura_chakrabarti@dell.com

101. Special Events: 5:00 PM-5:50 PM
401-403
Distinguished Early Career Contributions-Science Award:
Fairness and Emotions at Work: Multilevel Findings and New Directions

Despite extensive research, we still have much to learn about the topics of fair treatment and emotions in the workplace. Award winner Brent A. Scott will review his work to date and suggest that multilevel investigations, as well as the inclusion of parameters beyond the mean, can enrich our understanding of these phenomena.

Jason A. Colquitt, University of Georgia, Host
Brent A. Scott, Michigan State University, Presenter

Submitted by Jason Colquitt, colq@uga.edu

102. Panel Discussion: 5:00 PM-5:50 PM
407-409
How Leaders Better Engage Their Teams in Times of Change

From formal structure and policy management to interpersonal style to strategy implementation, leaders have a constant influence on employee
engagement, especially during times of change. In this panel, 4 companies offer data-driven insights on different approaches leaders have leveraged to keep their teammates engaged during large scale changes.

Marcus W. Dickson, Wayne State University, Chair
Juran Hulin, Merck, Panelist
Prema Ratnasingam, Dell Inc., Panelist
Mark Royal, Hay Group, Panelist
Jolene L. Skinner, Bridgestone Americas, Panelist
Submitted by Molly Delaney, Molly.Delaney@haygroup.com

103. Panel Discussion: 5:00 PM-5:50 PM
Franklin 08
What Employers Want in Master’s Hires: Landing the First Job
Over the past several decades, I-O master’s programs grew exponentially. A panel of master’s-level I-O psychologists with established careers and faculty with substantial experience will address factors in successfully landing master’s level employment including relevant competencies and skills, the application process, employment opportunities, and various career tracks.

Elizabeth L. Shoenfelt, Western Kentucky University, Chair
Janet L. Kotke, California State University-San Bernardino, Panelist
Nancy J. Stone, Missouri University of Science & Technology, Panelist
Michael R. Dolen, CEB, Panelist
Carolyn Hill-Fotouhi, Merck & Co., Inc., Panelist
Jerry Seibert, Metrus Group, Inc., Panelist
Susan A. Walker, FedEx Freight, Panelist
Submitted by Elizabeth Shoenfelt, betsy.shoenfelt@wk.edu

104. Symposium/Forum: 5:00 PM-5:50 PM
Franklin 10
Improving Selection in the Government: Challenges From NASA, FAA, NSA
Government work affords I-O psychologists unique challenges to consider when designing and implementing selection systems. This symposium discusses experiences in selecting for high-stress jobs (e.g., astronaut, air traffic controller), multiple future jobs simultaneously within the organization, and when the organization is unable fully describe the job to the applicants.

Lauren Blackwell Landon, Wyle-NASA, Chair
Cristina L. Byrne, Federal Aviation Administration, Linda G. Pierce, FAA Civil Aerospace Medical Institute, A System to Transfer ATCs to High Level FAA Facilities
Submitted by Lauren Landon, lauren.landon@nasa.gov

105. Alternative Session Type: 5:00 PM-5:50 PM
Grand C
Early Career Opportunities and Pitfalls for Female I-O Graduates
Women’s career navigation has been receiving attention in research and popular press. This session will build on the panelists’ experiences in academia and industry to provide women who are entering I-O careers with insight into possible challenges and corresponding solutions. This session will combine Ignite intros and a panel discussion.

Irini Kokkinou, Savannah College of Art and Design, Co-Chair
Jane Wu, IBM, Co-Chair
Silvia Bonaccio, University of Ottawa, Author
Kristen M. Shockley, Baruch College/The Graduate Center-City University, Author
Kea Kerich, Marriott International, Author
Submitted by Jane Wu, jane.y.wu00@gmail.com

106. Symposium/Forum: 5:00 PM-5:50 PM
Grand J
We’re All in This Together: Individual and Organizational Work–Family Interventions
Bridging the implementation gap between research and practice is a persisting challenge for work–family scholars and practitioners, however maintaining effective work–family interventions in organizations also proves to be a rising challenge. This session presents studies examining the implementation of individual and organizational-level interventions that target improving the work–family interface.

Malissa A. Clark, University of Georgia, Chair
Lauren M. Zimmerman, University of Georgia, Co-Chair
Courtney A. Laughman, Indiana University-Purdue University Indianapolis, Elizabeth M. Boyd, Kennesaw State University, An Empirical Test of a Work–Life Conflict Segmentation Intervention
Mandirich A. Sirabian, Wayne State University, Boris B. Baltes, Wayne State University, Daniel R. Krenn, Wayne State University, Rebecca J. Early, Wayne State University, Mixie Cierard, University of Maryland, A Problem-Focused Training Intervention to Reduce Work–Family Conflict
MacKenna L. Perry, Portland State University, Leslie B. Hammer, Portland State University, Tori L. Crain, Portland State University, Ryan C. Johnson, Ohio University, Todd Bodner, Portland State University, Ellen E. Kossek, Purdue University, Ryan Olson, Oregon Health & Science University, Brad Wipfli, Oregon Health & Science University, Orfeu M. Buxton, Harvard Medical School, Effects of a Work–Family Intervention on Supervisor Outcomes
Sara P. Weiner, IBM, Discussant
Submitted by Lauren Zimmerman, lzimmer@uga.edu

107. Symposium/Forum: 5:00 PM-5:50 PM
Grand L
Learning From All Angles: New Perspectives on Mentoring Design
This symposium involves researchers and practitioners, presenting empirical work and practical insights from unique environments. Factors that encourage greater mentorship learning will be described, including protégé proactive behavior, a competency-based matching algorithm, and mentor training to provide support to employees who need extra assistance for career planning and work decisions.

Rachel D. Barney, ICF International, Chair
Julia M. Fullick, Quinipiac University, Protégé Proactivity and Its Implications for Protégé and Mentor Learning
Rachel D. Barney, ICF International, Mentorship Matching for Maximum Learning
Marni M. Falcone, Federal Management Partners. Training Learning Leaders to Mentor Employees With Low Career Readiness
Subhadra Dutta, Twitter Inc., Discussant
Submitted by Rachel Barney, rday76@hotmail.com

108. Symposium/Forum: 5:00 PM-5:50 PM
Liberty C
Job (In)security: Resource Loss Versus Gain Spirals
Job insecurity portends a potentially significant resource loss for affected employees. Although prior research has identified numerous adverse consequences, this session focuses on individual and organizational factors that attenuate versus exacerbate those outcomes. Also presented is research to suggest that job security may foster organizational “gain spirals.”

Tahira M. Probst, Washington State University Vancouver, Chair
Mindy K. Shoss, Saint Louis University, Staying the Course: Job Insecurity, Resilient Coping, and Interpersonal CWB
Tahira M. Probst, Washington State University Vancouver, Laura Pettita, University of Rome Sapienza, Claudio Barbaraneli, University of Rome Sapienza, Contingent Work: Moderating the Relationship Between Job Insecurity and Safety
Lixin Jiang, University Wisconsin Oshkosh, Kellie L. McGavock, University of Wisconsin Oshkosh, Amanda V Armour, University of Wisconsin Oshkosh, Linda Howard, University of Wisconsin Oshkosh, Matthew Johnson, University of Wisconsin Oshkosh, A Moderated-Mediation Study of Job Security as an Enhanced Resource
Hector Madrid, Ponticia Universidad Catolica de Chile, Sergio Lopez Bohle, Universidad de Santiago de Chile, Pedro Ig Leiva, University of Chile, Ann H.
109. Poster Session: 6:00 PM-6:50 PM

Grand E-H

109-1 The Dynamics of Autonomous and Controlled Motivation During Job Search
In a longitudinal study of job seekers, this poster assessed (a) the variability of autonomous and controlled motivation and (b) how variability in both motivations affected job search effort. Results indicated that autonomous motivation is a consistent, positive predictor of effort, whereas continuous motivation exhibits a disordinal interaction over time.

Submitted by Tahira Probst, probst@vancouver.wsu.edu

109-2 An Approach/Avoidance Framework of Workplace Aggression
This poster proposes framing the field of workplace aggression via approach/avoidance principles, with various workplace aggression constructs (e.g., abusive supervision and workplace ostracism) differentially predicting specific approach or avoidance emotions and behaviors. In a multiwave field study, the utility of approach/avoidance principles in conceptualizing workplace aggression constructs is demonstrated.

Submitted by Allison S. Gabriel, Virginia Commonwealth University

109-3 Competitive Employees in Competitive Contexts: A Recipe for Victimization?
Relationships between organizations’ internally competitive HRM practices and employees’ reports of victimization are examined. Also explored are employees’ trait competitiveness and leaders’ failure to intervene as moderators. Results demonstrate that competitive HRM practices positively predict mistreatment, especially for competitive employees, yet this relationship is mitigated when leaders actively intervene.

Submitted by Lance Ferris, lanceferris@gmail.com

109-4 Work–Family Spillover and Crossover Effects of Sexual Harassment
This study examined the relationship between workplace sexual harassment as perceived by female employees and the family satisfaction of their husbands by focusing on the mediators of employees’ job tension and work-to-family conflict and moderator of work–home segmentation preference. Survey results from 210 employee–spouse dyads supported all the hypotheses.

Submitted by Lance Ferris, lanceferris@gmail.com

This study explored within-episode emotional labor dynamics to examine how shifts in customer behavior impacted continuous ratings of participants’ felt emotions, emotion regulation, and vocal tone. Results demonstrated that customer behavior causally influences within-episode emotional labor processes and that these processes relate to each other causally when modeling lagged effects.

Submitted by Allison Gabriel, agabriel2@vcu.edu

109-6 Leveraging Context to Gain Meaningful Insights From Extreme Teams
Researching extreme teams presents challenges such as small sample sizes and constraints on the ability to collect data. We forward an approach to studying extreme teams that uses context as an organizing framework, and describe the approach using research conducted with teams deployed to Afghanistan as an illustrative example.

Submitted by Suzanne Bell, sbell11@depaul.edu

109-7 S. Rains Wallace Dissertation Award: Timing It Right: Temporal Dynamics of Leadership and Voice in Episodic Teams
Episodic teams are marked by shifting task demands and team composition, each of which impose barriers to member voice over the course of team work. In view of these barriers, a temporal framework delineating what leaders can do to elicit (or inhibit) voice across phases of team performance is introduced.

Submitted by Suzanne Bell, sbell11@depaul.edu

109-8 Elaborating on Team–Member Disagreement: Patterned Dispersion and Team Outcomes
When measuring team-level emergent states, such as conflict, researchers typically average group members’ ratings to create team-level scores. Rather than focusing on the mean level, this study examines the effects of specific patterns of dispersion (i.e., disagreement). Findings indicate that teams reliably demonstrate different forms of dispersion, which influence team outcomes.

Submitted by Andrew Loignon, andrew.loignon@gmail.com

109-9 Stereotype Threat and Concealable Stigmas: The Case of Sexual Minorities
The relationship between stereotype threat and job satisfaction was examined with sexual minorities. The relationship was found to be mediated by stress, and the mediated relationship was moderated by internalized homophobia. In addition, stereotype threat explained incremental variance in job satisfaction above what perceived discrimination explained.

Submitted by Andrew Loignon, andrew.loignon@gmail.com

109-10 Department Burnout and Individual Performance: A Burnout Withdrawal Crossover Model
The burnout withdrawal crossover model is introduced, which explains how department burnout develops and asserts that department burnout initiates a progressive withdrawal process that operates above and beyond withdrawal effects at the individual level. Multilevel path analysis demonstrates that departmental burnout crosses over to diminish employee organizational citizenship behavior.

Submitted by Benjamin Dunford, bdunford@purdue.edu

Submitted by Gilad Chen, giladchen@rhsmith.umd.edu

Submitted by Barbara Fritzsche, Barbara.Fritzsche@ucf.edu

Submitted by Andrew Loignon, andrew.loignon@gmail.com

Submitted by Barbara Fritzsche, Barbara.Fritzsche@uchc.edu

109-11 A Taxonomy of Path-Related Fit Indices and Cutoff Values
This poster (a) presents a taxonomy of path-related fit indices for latent variable models, (b) derives 6 new indices within this taxonomy, and using simulated data (c) identifies appropriate cutoff values for these indices and (d) shows that they outperform global fit indices in terms of accuracy in model selection.

Submitted by Charles Lance, clancephd@gmail.com
109-12 A Multidimensional Item Response Theory Investigation of Common Method Variance

Common method variance (CMV) is considered a problem invalidating all studies that use same-source, same-time data. By fitting multidimensional item response theory models to same-source, same-time and same-source, across-time data, this study provides further evidence that blanket assumptions that CMV negatively impacts the validity of studies are unfounded.

Katrina A. Burch, University of Connecticut
Anna K. Young, University of Connecticut
Dev K. Dalal, University of Connecticut
Nathan T. Carter, University of Georgia

Submitted by Katrina Burch, katrina.burch@uconn.edu

109-13 John Flanagan Award: Building Bridges: An Occupational Network Analysis of I-O Psychologists

The field of industrial-organizational psychology has recently called for outreach efforts intended to spread awareness and influence of the field among other disciplines. This exploratory occupational network analysis is a first effort to provide guidance for channeling those efforts in useful and effective directions.

Eric Knudsen, Baruch College & Graduate Center, CUNY

Submitted by Eric Knudsen, eknudsen88@gmail.com

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AttenTION! Integrating Military Veterans Into The Workforce
April 23rd

Profiling Commitment: Person-Centered Approaches to Organizational Commitment
April 23rd

The Millennial Profile: Truth, Trash or Trivial?
April 23rd

Finding Value in 360-Feedback Rater Disagreements
April 23rd

So You Think You Can Practice I/O Psychology?
April 24th

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<th>Time</th>
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<td>8:00 AM</td>
<td>101 Economic Insecurity, Perspective in Abusive Supervision</td>
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<td>8:30 AM</td>
<td>102 Deviant Responses to Religious Diversity</td>
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<td>8:30 AM</td>
<td>103 A multifaceted look at complex problem solving</td>
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<td>104 RO/Leadership and Executive Coaching Programs</td>
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<td>105 Technology Disrupting the Science-Practice Model?</td>
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<td>106 Formal Perf. Reviews: Embrace or Abandon?</td>
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<td>107 FRIDAY SEMINAR Statistical and Methodological Procedures for Meta-Analysis</td>
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<td>108 FRIDAY SEMINAR The Science of Diversity at Work</td>
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<td>110 Lesbian, Gay, Bisexual, and Transgender Committee and Allies Meeting</td>
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<td>113 FRIDAY SEMINAR The Science of Diversity at Work</td>
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<td>114 Occupational Health/Safety/ Stress &amp; Stain Aging</td>
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<td>115 Development of Nine Workplace Safety Measures</td>
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<td>116 Teaching I-O &amp; IT Can Collaborate: How to Drive Validity, Impact and Multilevel Analysis Studies</td>
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<td>6:00 PM</td>
<td>117 Validity of Faking Measures</td>
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<td>118 Memory &amp; Emotions, Emotional Labor.</td>
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### Friday Special Events: UPDATED!

**Continental Breakfast:** 5th Level Prefunction
7:30 AM to 8:30 AM

**Speaker Ready Room:** Room 301
8:00 AM to 5:00 PM

**Lesbian, Gay, Bisexual, and Transgender Committee and Allies Meeting:** Room 502
5:00 PM to 6:00 PM

**Lesbian, Gay, Bisexual, and Transgender Committee and Allies Social Hour:**
13 Restaurant Private Dining Room
6:00 PM to 7:00 PM
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<td>8:00 AM</td>
<td>127 IER in Concurrent Validation Studies</td>
<td>116 How to Get a Grant</td>
<td>119 Big Data &amp; Employee Surveys: Ethics &amp; Actions</td>
<td>120 Real Teams Challenges, Real Solutions</td>
<td>121 Social Media in Selection</td>
<td>117 Gen Challenges &amp; Innovation in Career &amp; Lead</td>
<td>118 Talent. Acquisition Transformation: I-O Adds Value</td>
<td>128 MultiLevel Models of Learning and Motivation</td>
<td>129 Aging Workforce: Research Desperately Needed</td>
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<td>8:30 AM</td>
<td>136 Dist Early Career Contributions Practice Award (Cober)</td>
<td>137 How to Get a Grant</td>
<td>140 Big Data Defs, Apps, &amp; Consals</td>
<td>141 Finding a Place for Mindfulness in the Workplace</td>
<td>142 Improving International Testing Practice</td>
<td>139 Work/Life Balance Factors for Virtual Employees</td>
<td>139 Written &amp; Beyond Workplace Aggression</td>
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<td>12:00 PM</td>
<td>297 Can Computers Score Essays as Well as Ratings?</td>
<td>308 How to Have the Perfect Business Letter</td>
<td>309 Dist Early Career Contributions Practice (Kantorowitz)</td>
<td>310 How to Have IMPACT: Turning Survey Data into Cult</td>
<td>311 Future of HR - Technology Startups</td>
<td>312 Ask &amp; Listen</td>
<td>313 Future of HR - Technology Startups</td>
<td>314 How to Have IMPACT: Turning Survey Data into Cult</td>
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**Want to practice your presentation one more time?**

**Use the Speaker Ready Room!**

Outfitted with an LCD, a screen, and a lectern, it is the perfect place to give your presentation a final run through!

**Located in Room 301**

**THURSDAY: 8:00AM TO 11:00AM**
**FRIDAY: 8:00AM TO 5:00PM**
**SATURDAY: 8:00AM TO 3:00PM**
117 Generational Challenges and Innovation in Career and Leadership Development Programs, Grand I, 8:00 AM
174 Me-Search: How Life Experiences Can Ignite Your Research, Grand B, 12:00 PM
179 Beyond High Potential Leadership Talent: the Management of High Professionals, Grand L, 12:00 PM
193 Pave the Way: Building a Roadmap to Sustainable Career Paths, Grand A, 1:30 PM
196 Designing and Managing Talent Rotation Programs: Where Do I Board?, Grand D, 1:30 PM
203 Blazing the Job Trail: How to Ignite Your Career, Liberty C, 1:30 PM
212 Strength in Numbers: Building Personal Brands as I-O Psychologists, Franklin 10, 3:30 PM
230 Realigning Careers With Today's Reality, 305-306, 5:00 PM

124 ROI of Leadership and Executive Coaching Programs, 404, 8:30 AM
147 Learning Agility: Practical Uses and Research Needs, 404, 10:30 AM
162 Posters 1-4, Franklin Hall, 11:30 AM
190 Leadership Pipeline Development: The State of the Art in 2015, 407-409, 1:30 PM
220 Can Learning Agility Be Learned?, Grand K, 3:30 PM

123 Developing Business Competency as an Early Career Practitioner, 305-306, 8:30 AM
145 I-O Psychologists Can’t Sell: Debunking Common Myths Around Business Development, 309-310, 10:30 AM
180 Selling Without Selling Out: The Art of Sales in I-O, Independence Ballroom, 12:00 PM
188 Stepping Into Organizations: Strategies for Talking to the Business, 401-403, 1:30 PM
219 Practical and Ethical Guidelines for Dealing With Messy Validation Data, Grand J, 3:30 PM
227 Poster 1, Franklin Hall, 4:30 PM

111 Reconsidering the Subordinate’s Perspective in Abusive Supervision, 401-403, 8:00 AM
139 Within and Beyond: Workplace Aggression and Multiple Contexts, Grand J, 9:00 AM
225 Workplace Incivility: From Science to Solutions, 404, 4:30 PM

227 Posters 2-17, Franklin Hall, 4:30 PM

120 Real Teams, Real Challenges, Real Solutions, Liberty AB, 8:00 AM
128 Multilevel Models of Learning and Motivation, Grand K, 8:30 AM
149 Mission Possible: The Research Imperative for Understanding Resilience in Teams, Franklin 08, 10:30 AM
181 Team Processes and Emergent States: New Empirical and Theoretical Research, Liberty AB, 12:00 PM
185 NRC Reports: I-O Psychology Impacts at the Federal Level, Franklin 09, 3:30 PM
235 What the Doctor Ordered: Behavior Scorecards for Healthcare Teamwork, Franklin 10, 5:00 PM

110 Economic Insecurity: A Discussion, 309-310, 8:00 AM
112 Exploring Deviant Responses to Religious Diversity: Stereotypes, Discrimination, and Intolerance, 407-409, 8:00 AM
126 Friday Seminar: the Science of Diversity at Work, Franklin 10, 8:30 AM
183 Posters 1-28, Franklin Hall, 12:00 PM
184 Organizational Climate and the Experience of Diverse Employees, Grand I, 12:30 PM
194 Uncharted Waters: Navigating Selection, Disclosure, and Employees With Disabilities, Grand B, 1:30 PM
198 Labyrinth Leveling: Solutions From Science and Practice, Grand J, 1:30 PM
214 The Role of Nonstigmatized “Allies” in Workplace Diversity Management, Grand A, 3:30 PM

122 A Call to Action (or Arms) in Job/Work Analysis, 302-304, 8:30 AM
161 Getting Technical Competencies Right: The Need, the Approach, the Application, Liberty C, 10:30 AM
241 Using Scientific Research and Best Practices to Drive Competency-Based Solutions, Grand L, 5:00 PM

114 Leveraging Engagement and Development Data in Talent Management, Grand A, 8:00 AM
159 Beyond the Hype: the Dark Side of Employee Engagement, Independence Ballroom, 10:30 AM
200 New Trends in Overqualification Research, Grand L, 1:30 PM
221 How Stable Is Employee Engagement?, Grand L, 3:30 PM

150 Poster 1, Franklin Hall, 10:30 AM
183 Poster 29, Franklin Hall, 12:30 PM
227 Poster 18, Franklin Hall, 4:30 PM

113 That’s Wicked! a Multifaceted Examination of Complex Problem Solving, Franklin 08, 8:00 AM
213 Posters 1-11, Franklin Hall, 3:30 PM

130 New Perspectives on Global Leadership: Implicit Theories and Leader Effectiveness, 309-310, 9:00 AM
144 Leaders Who Ask and Listen: The Softer Side of Leadership, 305-306, 10:30 AM
162 Posters 5-25, Franklin Hall, 11:30 AM
169 Bad Apples: Understanding the Multilevel Impact of Toxic Leadership, 407-409, 12:00 PM
222 Identifying Leadership Potential Through Personality Assessment: Cross-Cultural Findings, Independence Ballroom, 3:30 PM
236 Motivating Leaders to Develop: Research and Practice, Grand A, 5:00 PM
238 Executive Roles: Do the Same Rules Apply?, Grand I, 5:00 PM

150 Poster 2, Franklin Hall, 10:30 AM
152 Conducting Criminal Background Checks … Without Breaking the Law, Grand B, 10:30 AM
178 Attracting and Retaining Qualified Individuals With Disabilities: A Contemporary Update, Grand K, 12:00 PM
Measurement/Statistical Techniques
125 Friday Seminar: Statistical and Methodological Procedures for Meta-Analysis, Franklin 09, 8:30 AM
150 Posters 3-16, Franklin Hall, 10:30 AM
155 Tools for Big Data: MongoDB, Hadoop, and Python, Grand I, 10:30 AM
171 Friday Seminar: Longitudinal Data Analytic Techniques Using Latent Variables, Franklin 09, 12:00 PM
215 Best (Though Not Current) Practices for Modern Research Methods, Grand B, 3:30 PM
243 Understanding Big Data: Emerging Approaches to Data Interpretation, Liberty AB, 5:00 PM

Occupational Health/Safety/Stress and Strain/Aging
134 Posters 3-22, Franklin Hall, 9:00 AM
141 Finding a Place for Mindfulness in the Workplace, Liberty AB, 9:00 AM
151 The Development and Validation of Nine New Workplace Safety Measures, Grand A, 10:30 AM
167 Investigating the Dynamic Role of Self-Regulation in the Resiliency Process, 401-403, 12:00 PM
189 Building a Climate for Safety? Let's Talk!, 404, 1:30 PM
191 Workplace Affect: Dynamic and Multilevel Effects in Organizations, Franklin 08, 1:30 PM
209 Longitudinal Perspectives on Coping and Adjustment to Stressors, 407-409, 3:30 PM
234 Chronic Pain in the Workplace: I-O Research and Practice Opportunities, Franklin 09, 5:00 PM

Organizational Culture/Climate
135 Finding Needles in Haystacks: Being Smarter About Survey Comments, Grand A, 9:00 AM
240 How to Have Impact: Turning Survey Data into Culture Change, Grand K, 5:00 PM

Organizational Justice
156 New Directions in Justice: Forming and Reacting to Overall Fairness, Grand J, 10:30 AM
183 Poster 30, Franklin Hall, 12:30 PM

Organizational Performance/Change/Downsizing/OD
162 Poster 26, Franklin Hall, 11:30 AM
301 Poster 10-11, Franklin Hall, 11:30 AM

Performance Appraisal/Feedback/Performance Management
133 Formal Performance Reviews: To Embrace or to Abandon?, Franklin 08, 9:00 AM
166 Get What You Give: Research Advances in Cross-Cultural Feedback-Seeking Behavior, 309-310, 12:00 PM

Personality
134 Posters 23-24, Franklin Hall, 9:00 AM
143 Within-Person Variability of Personality Traits: Theory and Applied Measurement, 302-304, 10:30 AM
150 Poster 17, Franklin Hall, 10:30 AM
157 Identification of Behavioral Skills Essential to Education and Work Success, Grand K, 10:30 AM
162 Poster 27, Franklin Hall, 11:30 AM
165 Using Genes to Understand Work and Life? It Is Possible!, 305-306, 12:00 PM
172 Friday Seminar: Dark Triad and Socially Aversive Personality Traits in the Workplace, Franklin 10, 12:00 PM
227 Poster 19, Franklin Hall, 4:30 PM

Prosocial (E.g., Humanitarian Work Psychology, Corporate Social Responsibility, Sustainable Development)
227 Posters 20-28, Franklin Hall, 4:30 PM

Research Methodology (e.g., Surveys)
116 Applying for and Getting Grants: Granting Agencies, Grand D, 8:00 AM
119 Big Data and Identified Employee Surveys: Ethical Issues and Actions, Independence Ballroom, 8:00 AM
127 Data Cleansing Time! Insufficient Effort Responding in Concurrent Validation Studies, Grand B, 8:30 AM
137 Applying For and Getting Grants: Successful Grantees, Grand D, 9:00 AM
146 Program Evaluation: A Growing Interest in Evidence-Based Decision Making, 401-403, 10:30 AM
150 Posters 18-28, Franklin Hall, 10:30 AM
164 The Role of Theory in Industrial-Organizational Psychology Research and Practice, 302-304, 12:00 PM
187 Invalid Responding in the Survey Process: Detection, Deterrence, and Understanding, 309-310, 1:30 PM
201 Alliance Special Session: Ethics and Malpractice in I-O Research: Problems, Solutions and Prospects, Independence Ballroom, 1:30 PM
202 Beyond Mining: Harnessing the Power of Text Data, Liberty AB, 1:30 PM
208 Methods, Madness, and Truth: Tensions Among Publishing, Theory, and Replication, 404, 3:30 PM
224 101 Things About Big Data You're Afraid to Ask, Liberty C, 3:30 PM

Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)
118 Talent Acquisition Transformation: Lessons Learned and How I-O Adds Value, Grand J, 8:00 AM
129 The Aging Workforce: Research Desperately Needed!, Grand L, 8:30 AM
131 From Desert to Desk: How I-O Can Improve Veteran Transitions, 401-403, 9:00 AM
140 Big Data in I-O Psychology: Definitions, Applications, and Practical Considerations, Independence Ballroom, 9:00 AM
168 Using Big Data for Employment Decisions, 404, 12:00 PM
173 Applicant Reactions to Selection Procedures: New Developments and Prospects, Grand A, 12:00 PM
192 Posters 1-3, Franklin Hall, 1:30 PM
210 Future of Assessment: Reactions to Innovative Formats and Delivery Modes, Franklin 08, 3:30 PM
226 Strategic Selection: Mind the Gap, Franklin 08, 4:30 PM
237 SkyNet's Emergence: Can Computers Score Essays as Well as Raters?, Grand B, 5:00 PM

Strategic HR/Utility/Changing Role of HR
115 Developing Human Resources Standards: Tools for Organizational Effectiveness, Grand C, 8:00 AM
136 Dist.Early Career Contributions-Practice Award: Moving the Needle of I-O Relevance: Lessons From Practice, Grand C, 9:00 AM
153 So You Think You Can Practice I-O Psychology?, Grand C, 10:30 AM
160 Building a Workforce Analytics Function: Blazing a Trail to Success, Liberty AB, 10:30 AM
175 Emerging Talent Management Practices: Connecting HR Trends to I-O Research, Grand C, 12:00 PM
195 Data Science in Human Capital Research and Analytics, Grand C, 1:30 PM
216 Worlds Colliding: How I-Os and IT Professionals Can Work Together, Grand C, 3:30 PM
228 Anti-Talent Management: Radical Solutions for Changing Times, Grand C, 4:30 PM
Teaching I-O/Student Affiliate Issues/Prof. Development
182 Creating Scientist–Practitioners: I-O Programs Leveraging Corporate Advisory Boards, Liberty C, 12:00 PM
197 An Insider’s Guide to Preparing for an Applied Career, Grand I, 1:30 PM
204 Bridging and Cross-Collaboration Between Master’s and Doctoral I-O Programs, 302-304, 3:30 PM
213 Poster 12, Franklin Hall, 3:30 PM
218 What New Practitioners Wish They’d Learned in Graduate School, Grand I, 3:30 PM
244 Using Teaching Technology in the I-O Classroom, Liberty C, 5:00 PM

Technology (e.g., Gamification, Social Media, Simulations)
121 Selection in the Digital Age: Social Media’s Challenges and Opportunities, Liberty C, 8:00 AM
132 Cutting Edge Technology: Disrupting the Scientist–Practitioner Model?, 407-409, 9:00 AM
150 Posters 29-30, 10:30 AM
176 A Look Under the Hood of Media-Rich Recruitment Tools, Grand D, 12:00 PM
186 Putting the “E” in Efficacy: Understanding Technology-Related Efficacy Judgments, 305-306, 1:30 PM
192 Poster 29, Franklin Hall, 1:30 PM
207 Integrating Assessments and Talent Management Systems: Evolving the Discussion, 401-403, 3:30 PM
213 Posters 13-15, Franklin Hall, 3:30 PM
242 Invited Session: Future of HR From the Perspective of Technology Startups, Independence Ballroom, 5:00 PM

Testing/Assessment (e.g., Selection Methods; Validation; Predictors)
148 Critical Discussions Regarding Mobile Assessments: Can You Hear Us Now?, 407-409, 10:30 AM
158 Novel Research and Advances in Biodata, Grand L, 10:30 AM
170 Investigating Validities of Several Faking Measures Within Selection Contexts, Franklin 08, 12:00 PM
185 High-Fidelity Simulations: Refining Leader Assessment and Leadership Development, 302-304, 1:30 PM
199 All Over the Map: Conducting Validation Research on Dispersed Populations, Grand K, 1:30 PM
205 Synthetic Validity: Further Evidence of Its Accuracy and Application, 305-306, 3:30 PM
206 Toward a Deeper Understanding of Applicant Faking, 309-310, 3:30 PM
223 Assessment Center Redux: There’s No “One Best Way”, Liberty AB, 3:30 PM
231 Research on Noncognitive Predictors: The Military Context, 309-310, 5:00 PM
232 Innovative Strategies for Minimizing Adverse Impact, 401-403, 5:00 PM
233 One Size Does Not Fit All: Strategies for Setting Cutoffs, 407-409, 5:00 PM
239 Dist. Early Career Contributions-Practice Award: Selection and Assessment: Use-Inspired Research and Science-Based Practice, Grand J, 5:00 PM

Training
154 Integrating Technology and Training: New Developments and Frontiers, Grand D, 10:30 AM
213 Posters16-23, Franklin Hall, 3:30 PM

Work and Family/Nonwork Life/Leisure
138 Virtual Employees and Work–Life Balance, Grand I, 9:00 AM
163 And Baby Makes…? Global Best Practice in Family Leave, Grand I, 11:30 AM
154 Integrating Technology and Training: New Developments and Frontiers, Grand D, 10:30 AM
213 Posters16-23, Franklin Hall, 3:30 PM

Society for Industrial and Organizational Psychology
109. Panel Discussion: 8:00 AM-8:50 AM
Economic Insecurity: A Discussion

Economic insecurity refers to situations where people are at risk for having insufficient money to meet basic financial needs. This panel discussion brings audience members up to date on the state of science and practice regarding economic insecurity and may spur interest in studying economic insecurity.

Mindy E. Bergman, Texas A&M University, Chair
Janet L. Barnes-Farrell, University of Connecticut, Panelist
Tahira M. Probst, Washington State University Vancouver, Panelist
Lindsay E. Sears, Healthways, Panelist
Robert R. Sinclair, Clemson University, Panelist

Submitted by Mindy Bergman, mindybergman@tamu.edu

110. Panel Discussion: 8:00 AM-8:50 AM
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Lindsay E. Sears, Healthways, Panelist
Robert R. Sinclair, Clemson University, Panelist

Submitted by Mindy Bergman, mindybergman@tamu.edu

111. Symposium/Forum: 8:00 AM-8:50 AM
Reconsidering the Subordinate’s Perspective in Abusive Supervision

The assessment of abusive supervision in the workplace typically relies on reports from the target subordinate’s perspective. This symposium addresses how individual differences in subordinates’ threat sensitivity contribute to subjective interpretations of abusive supervision, and how their perceptions could perpetuate further mistreatment among coworkers.

Sarah F. Bailey, Northern Illinois University, Co-Chair
Alecia M. Santuzzi, Northern Illinois University, Co-Chair
Sarah F. Bailey, Northern Illinois University, Christopher J. Budnick, Northern Illinois University, Alecia M. Santuzzi, Northern Illinois University, Paranoid Social Cognition as an Explanation for Abusive Supervision Perceptions
Paul Harvey, University of New Hampshire, Frank C. Butler, University of Tennessee–Chattanooga, Measuring the Propensity to Perceive Abusive Supervision
Katrina A. Graham, Drexel University, Mary Mawrntz, Drexel University, Rebecca L. Greenbaum, Oklahoma State University, Assigning Blame and Restoring Justice: Employee Reactions to Vicarious Abuse
Seth A. Kaplan, George Mason University, Discussant

Submitted by Sarah Bailey, sbailey1@niu.edu

112. Symposium/Forum: 8:00 AM-8:50 AM
Exploring Deviant Responses to Religious Diversity: Stereotypes, Discrimination, and Intolerance

Although religion is a protected class under Title VII of the CRA, it has received scant attention in organizational science and diversity management literature. As more and more persons embrace their religious identities, greater understanding of the deviance responses to and implications of religious diversity in the workplace is needed.

C. Douglas Johnson, Georgia Gwinnett College, Chair
Martine C. Macaulaitis, Baruch College, City University of New York, Jolie M.B. Terrazas, City University of New York (CUNY), Karen S. Lyness, Baruch College & Graduate Center, CUNY, Christine R. Smith, Baruch College & Graduate Center, CUNY, Michael K. Judiesch, Manhattan College, Joshua C. Rutter, CUNY Baruch, Hilal E. Erkovan, Baruch College, City University of New York, Religious and Nonreligious Group Stereotypes: Workforce Diversity Implications
Curtis M. Boykirt, University of California, Berkeley, Arthur Aron, Stony Brook University, Shelly Zhou, University of Toronto, Stephen C. Wright, Simon Fraser University, Stephen Spector, Stony Brook University, Christine R. Smith, Baruch College & The Graduate Center, CUNY, Reducing Religious Discrimination at Work: An Intergroup Contact Theory Approach
Karen S. Lyness, Baruch College & Graduate Center, CUNY, Hilal E. Erkovan, Baruch College, City University of New York, Michael K. Judiesch, Manhattan College, Religious Intolerance Among Workers: A Cross-National, Multilevel Investigation
James E. King, The University of Alabama, Discussant

Submitted by C. Douglas Johnson, cjohnson@ggc.edu

113. Symposium/Forum: 8:00 AM-8:50 AM
Franklin 08
That’s Wicked! A Multifaceted Examination of Complex Problem Solving

Complex problems have vast interdependencies and understanding the nature of the relationships among variables is the crux of problem solving. This session offers a holistic examination of complex problem solving in order to better identify, measure, employ strategies, and instill complex problem solving in organizations.

Heather Wolters, Central Michigan University, Chair
Ryan Hinds, ICF International, Foundational Competencies for Complex Problem Solving: A Literature Based Model
William S. Weyhruch, Consortium Research Fellows Program, Kimberly Metcalf, U.S. Army Research Institute, Challenges in the Assessment of Complex Problem Solving
Beth Crandall, Applied Research Associates, Anna Grome, Wright State University, Kimberly Metcalf, U.S. Army Research Institute, Strategies for Enhancing Complex Problem Solving in Teams and Organizations
Anna Grome, Wright State University, Beth Crandall, Applied Research Associates, Heather Wolters, Central Michigan University, Barriers to Complex Problem Solving in the Army

Submitted by Heather Wolters, heather.wolters@us.army.mil

114. Panel Discussion: 8:00 AM-8:50 AM
Grand A
Leveraging Engagement and Development Data in Talent Management

Although employee engagement and development are understood to be related to important organizational outcomes, less attention has been paid to leveraging these relationships in talent management programs. In this session, a diverse panel will explore practical approaches to leveraging these relationships and making statistically significant findings meaningful to stakeholders.

Susan W. Stang, PSI Services LLC, Chair
Christine Fernandez, Starwood Hotels Worldwide, Panelist
Leah R. Groehler, viaPeople, Panelist

Submitted by Susan Stang, SStang@psionline.com

115. Panel Discussion: 8:00 AM-8:50 AM
Grand C
Developing Human Resources Standards: Tools for Organizational Effectiveness

SHRM’s standards developing efforts are influenced, in part, by the works of industry thought leader Wayne F. Cascio, PhD. During this session, participants will learn about the exciting progress made and how HR standards that are shaping the way organizations meet the challenges of the workplace.

Alexander Alonso, Society for Human Resource Management, Chair
Denise Bailey Clark, SHRM, Panelist
Wayne F. Cascio, University of Colorado Denver, Panelist

Submitted by Deb Cohen, dcohen@shrm.org

116. Alternative Session Type: 8:00 AM-8:50 AM
Grand D
Applying for and Getting Grants-Granting Agencies

This session will help SIOP members become familiar with grants. The session includes agency representatives from ARI, NASA, NIH, and NSF talking about initiatives and strategies for increased likelihood of funding.

Andrea Sinclair, HumRRO, Chair
Gerald F. Goodwin, U.S. Army Research Institute, Presenter
Lauren Leveton, NASA, Presenter
Wendy Nilsen, NIH, Presenter
Mo Wang, University of Florida, Presenter

Submitted by David Costanza, dcostanz@gwu.edu

117. Roundtable Discussion/Conversation Hr: 8:00 AM-8:50 AM
Grand I
Generational Challenges and Innovation in Career and Leadership Development Programs

The objective of this session is to gather interested I-O colleagues to discuss best practices, lessons learned, and current challenges with developing and implementing career and leadership development programs that capitalize on generational perspectives. Baby Boomers,
128. Panel Discussion: 8:00 AM-8:50 AM

Grand J

Talent Acquisition Transformation: Lessons Learned and How I-O Adds Value

Insights from a global survey of 2,532 business and HR leaders from 94 countries will highlight learnings and challenges with talent acquisition transformation. First-hand experiences from 3 different organizations will focus on the role and value of I-O professionals in talent acquisition transformative and steps taken to overcome potential obstacles.

Gary Johnsen, Deloitte, Chair
Trent J. Burner, Wal-Mart Stores, Inc., Panelist
Linda S. Simon, DIRECTV, Panelist
Michael J. Hudy, SHAKER, Panelist

Submitted by Mike Hudy, mike.hudy@shakercg.com

118. Panel Discussion: 8:00 AM-8:50 AM

Independence Ballroom

Big Data and Identified Employee Surveys: Ethical Issues and Actions

Industrial-organizational psychologists are stewards for ensuring professionalism and ethical conduct regarding using Big Data. Privacy, ethical, and legal issues all may arise when identified (nonanonymous) surveys are conducted and included in Big Data analytics. This session builds on previous sessions to address ethical issues and guidelines for I-Os.

Sara P. Weiner, IBM, Moderator
Andrew Biga, JetBlue Airways, Presenter
Richard A. Guzzo, Mercer, Presenter
Ralf Kloeckner, Google, Presenter
Peter J. Rutigliano, Sirota Consulting, Presenter
Lise M. Saari, NYU/Baruch, Presenter
Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, Presenter

Submitted by Sara Weiner, sweiner@us.ibm.com

120. Panel Discussion: 8:00 AM-8:50 AM

Liberty AB

Real Teams, Real Challenges, Real Solutions

This moderated panel of experienced I-O psychologists from 3 large, well-known organizations will discuss the types of teams they work with, the challenges those teams face, and the ways their organizations attempt to boost team effectiveness, uncovering ideas for practitioners and surfacing future research needs.

Scott I. Tannenbaum, Group for Organizational Effectiveness, Chair
Paul K. F. Chan, Intel Corporation, Panelist
Arlene P. Green, Frito-Lay, Inc., Panelist
William B. Vessey, EASI/Wyle, NASA-Johnson Space Center, Panelist

Submitted by Scott Tannenbaum, scott.tannenbaum@groupoe.com

119. Debate: 8:00 AM-8:50 AM

Adder Ballroom

Big Data and Identified Employee Surveys: Ethical Issues and Actions

Industrial-organizational psychologists are stewards for ensuring professionalism and ethical conduct regarding using Big Data. Privacy, ethical, and legal issues all may arise when identified (nonanonymous) surveys are conducted and included in Big Data analytics. This session builds on previous sessions to address ethical issues and guidelines for I-Os.

Sara P. Weiner, IBM, Moderator
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Peter J. Rutigliano, Sirota Consulting, Presenter
Lise M. Saari, NYU/Baruch, Presenter
Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, Presenter

Submitted by Sara Weiner, sweiner@us.ibm.com

121. Panel Discussion: 8:00 AM-8:50 AM

Liberty C

Selection in the Digital Age: Social Media’s Challenges and Opportunities

This session discusses the increasing integration of social media into recruitment and selection practices. It addresses professional sites such as LinkedIn, as well as personal sites such as Facebook and Twitter. Legal and ethical issues, branding, and social media’s proper and improper usage will be discussed.

Maura J. Mills, Hofstra University, Chair
Christopher Salute, Mercy College, Co-Chair
Nicolas Roulin, University of Manitoba, Panelist
Comilla Shahani-Denning, Hofstra University, Panelist
Michael J. Zickar, Bowling Green State University, Panelist

Submitted by Maura Mills, Maura.Mills@hofstra.edu

122. Panel Discussion: 8:30 AM-9:50 AM

302-304

A Call to Action (or Arms) in Job/Work Analysis

This interactive session will raise, discuss, and provide practical advice on necessary steps for moving the domain of job/work analysis forward. The members of the panel bring wide arrays of expertise of opinions regarding the domain. Audience members are encouraged to participate through questions, comments, and recommendations.

Steven R. Toaddy, Louisiana Tech University, Chair
Robert J. Harvey, Virginia Tech, Panelist
Anna M. Kurtz, NCSU, Panelist
Edward L. Levine, University of South Florida, Panelist
Juan I. Sanchez, Florida International University, Panelist

Submitted by Steven Toaddy, steven.toaddy@gmail.com

123. Panel Discussion: 8:30 AM-9:50 AM

305-306

Developing Business Competency as an Early Career Practitioner

Recent debates within SIOP argue the degree to which students are sufficiently prepared to make an impact early in their careers. This panel discussion, facilitated by seasoned practitioners, aims to provide actionable solutions to overcome the most common gaps in practitioner training.

Scott Boyd, Best Buy Co., Inc., Chair
Melanie Coleman, Walmart, Panelist
Deanna M. Haney, Nordstrom, Panelist
A. James Illingworth, APTMetrics, Inc., Panelist
Anne-Sophie Deprez-Sims, APTMetrics, Inc., Panelist
Amanda H. Woller, Community Health Systems, Panelist

Submitted by Scott Boyd, scott.boyd@bestbuy.com

124. Community of Interest: 8:30 AM-9:50 AM

404

ROI of Leadership and Executive Coaching Programs

David B. Peterson, Google, Host
Robin R. Cohen, Johnson & Johnson, Host
Christine E. Corbet, Right Management, Coordinator

125. Friday Seminars: 8:30 AM-11:30 AM  3 CE Credits

Franklin 09

Statistical and Methodological Procedures for Meta-Analysis

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. In this seminar, the historical background around the development of meta-analysis and basic statistical procedures of meta-analysis is discussed. Then, how to conduct a meta-analysis using Schmidt-Hunter methods and how to report and interpret meta-analytic results will be discussed. Finally, some important publication bias methods are discussed.

In-Sue Oh, Temple University, Presenter
Christopher M. Berry, Indiana University, Presenter
Songqi Liu, Pennsylvania State University, Coordinator

Submitted by Songqi Liu, sul45@psu.edu

126. Friday Seminars: 8:30 AM-11:30 AM  3 CE Credits

Franklin 10

The Science of Diversity at Work

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. Never before have people from so many different ethnic, religious, gender, sexual orientation, and age groups worked together in organizations. This dramatic demographic reality creates a critical need for overcoming challenges that arise in workplace interactions. This interactive session offers emerging evidence that identifies and addresses such challenges.

Eden B. King, Rice University, Presenter
Michelle (Mikki) Hebl, Rice University, Presenter
Adrienne R. Carter-Sowell, Texas A & M University, Coordinator

Submitted by Adrienne Carter-Sowell, acsowell@tamu.edu
127. Symposium/Forum: 8:30 AM-9:50 AM
Grand B
Data Cleansing Time! Insufficient Effort Responding in Concurrent Validation Studies
Due to motivational difference between incumbents and applicants, insufficient effort responding (IER; i.e., careless or random responding) is a concern in concurrent validation studies. This symposium presents emerging research on IER in concurrent validation data, covering both detection of IER and the potential impact of IER on validity inference.
Jason L. Huang, Wayne State University, Chair
Caitlin E. Blackmore, Wright State University, Kelly A. Camus, Wright State University, Nathan A. Bowling, Wright State University, Gary N. Burns, Wright State University, Proceed With Care! Effects of Incentives on Insufficient Effort Responding Kevin T. Wynne, Development Dimensions International, Zachary Fragoso, Wayne State University, Jing Jin, Development Dimensions International (DDI), Donald E. Lustenberger, Development Dimensions International (DDI), Detection of Insufficient Effort Responding in Concurrent Validation Studies Reed J. Bramble, Wayne State University, Jason L. Huang, Wayne State University, Mei-Chuan Kung, Select International, Inc., Luye Chang, Select International, Inc., Ted B. Kinney, Select International, Inc., Insufficient Effort Responding in Validation Data and Its Performance Correlates Jason L. Huang, Wayne State University, Jeff Foster, Hogan Assessment Systems, Insufficient Effort Responding: A Source of Bias in Concurrent Validation Donald H. Kluemper, University of Illinois at Chicago, Discussant
Submitted by Jason Huang, jasonhuang@wayne.edu

128. Symposium/Forum: 8:30 AM-9:50 AM
Grand K
Multilevel Models of Learning and Motivation
Employees' learning and motivation have typically been considered as products of person by environment interactions: B = f (PE). However, empirical research rarely employs multilevel model to test such relationships. Four papers that embrace a multilevel perspective and model person by situation interactions related to individuals' learning or motivation are featured.
John E. Mathieu, University of Connecticut, Chair
Semin Park, University of Connecticut, Co-Chair
Submitted by Semin Park, semin.park@business.uchicago.edu

129. Symposium/Forum: 8:30 AM-9:50 AM
Grand L
The Aging Workforce: Research Desperately Needed!
It is a fact that the workforce is aging. Organizations that effectively address this issue may gain a competitive advantage, but there is little empirical research to guide decision makers. This symposium highlights critical research gaps, summarizes available empirical evidence, and describes the SHRM Foundation’s aging workforce initiative.
Cheryl J. Paullin, HumRRO, Chair

130. Symposium/Forum: 9:00 AM-9:50 AM
309-310
New Perspectives on Global Leadership: Implicit Theories and Leader Effectiveness
Research on leadership in a global context often focuses on describing implicit theories of leadership across cultural regions. This symposium examines new perspectives on implicit theories of leadership by extending established theories with new analyses, using cross-cultural data to explore leader effectiveness, and describing new developments in leader–culture fit.
Stephen H. Wagner, Governors State University, Chair
Submitted by Stephen Wagner, swagner2@govst.edu

131. Panel Discussion: 9:00 AM-9:50 AM
401-403
From Desert to Desk: How I-O Can Improve Veteran Transitions
As U.S. veterans return from combat deployments many look to gain civilian employment. Most organizations perceive benefit in hiring veterans, but lack of knowledge on veterans and wartime injuries present barriers to establishing appropriate practices for an inclusionary environment. Practitioners will discuss strategies and resources for hiring and retaining veterans.
Holly S. Payne, CEB, Chair
Submitted by Holly Payne, holly.payne@ahl.com

132. Alternative Session Type: 9:00 AM-9:50 AM
407-409
Cutting-Edge Technology: Disrupting the Scientist–Practitioner Model?
Although technology is driving rapid change in HR practices, research seems unable to keep pace. This Ignite session highlights 7 technologies that are creating research–practice gaps. Presenters will identify key gaps and discuss research agendas that will lead to a more unified understanding of each area’s impact on the workplace.
Charles A. Handler, Rocket-Hire LLC, Chair
Tiffany R. Poepelmann, Consultant, Co-Chair
Shawn Bergman, Appalachian State University, Presenter
Ben Hawkes, IBM, Presenter
Van M. Latham, PathPoint Consulting, Presenter
Neil Morelli, Logi-Serve LLC, Presenter
Rich Roberts, Center for Innovative Assessments, Presenter
Tara S. Behrend, George Washington University, Presenter
Submitted by Charles Handler, chandler@rocket-hire.com

133. Panel Discussion: 9:00 AM-9:50 AM
Franklin 08
Formal Performance Reviews: To Embrace or to Abandon?
Some organizations are abandoning their formal performance reviews and focusing on ongoing performance feedback and coaching from managers. Others are building more formal systems with quantitative individual goals, targets, and evaluations. This session examines the pros and cons of moving in either direction.
Brian S. Morgan, Metrus Group, Chair
Lynn Allen, Honeywell, Panelist
This paper’s purpose was to combine divergent workplace safety theories into an integrated safety model (ISM) and then evaluate the extent to which current theoretical expectations are empirically supported. This poster compared the ISM to extant research to both highlight knowledge gaps and recommends new theoretical approaches for explaining workplace safety.

Jeremy M. Beus, Louisiana State University
Mallory A. McCord, University of Central Florida
Dov M. Zohar, Technion Inst of Tech Israel/Inst for Work & Hlth
Submitted by Jeremy Beus, jbeus@lsu.edu

134-6 Effects of Prosocial Knowledge on Physicians’ Job Satisfaction and Strain
This poster investigated the role of prosocial knowledge for job satisfaction and strain. Data from 144 physicians revealed that higher prosocial knowledge was associated with higher job satisfaction and lower strain. Furthermore, overtime moderated the effect on strain: Prosocial knowledge was no longer beneficial when physicians worked too many extra hours.

Michael J. Burtscher, University of Zurich
Claudia Harzer, University of Kassel
Stephan J. Motowidlo, Rice University
Submitted by Michael Burtscher, m.burtscher@psychologie.uzh.ch

134-7 Dual Effects of Organizational Identification on Job and Life Satisfaction
This study tested a model in which organizational identification had both positive and negative effects on job and life satisfaction, with work-to-family conflict as a mediator of the negative effects of organizational identification. Participants were 545 teachers in China. Results based on structural equation modeling largely supported our proposition.

Yongxin Li, Henan University
Ning Hou, Auburn University
Lu Zheng, Auburn University
Jinyan Fan, Auburn University
Shenran Zhao, Henan University
Submitted by Ning Hou, nzh0008@auburn.edu

134-8 The Impact of Safety Climate Beyond Traditional Safety Outcomes
Little attention has been paid to the outcomes of safety climate beyond traditional safety outcomes. This study examined how truck drivers’ safety climate perceptions at both the group and organization levels uniquely relate to employee perceived job satisfaction and 2 human resource outcomes, employee engagement and objective turnover rate.

Yueh-Hsiang E. Huang, Liberty Mutual Research Institute for Safety
Jin Lee, University of Connecticut
Anna C. McFadden, Clemson University
Lauren A. Murphy, Harvard University/Liberty Mutual Research Institute for Safety
Michelle M. Robertson, Liberty Mutual Research Institute for Safety
Dov M. Zohar, Technion Institute of Tech Israel/Institute for Work & Health
Janelle H. Cheung, Clemson University
Submitted by Yueh-Hsiang Huang, yueh-hsiang.huang@Libertymutual.com

134-9 Moderating Effects of Individual Differences Between Daily Commute and Burnout
This study was designed in order to investigate how the daily commute impacts employee burnout as well as to examine how personality and dispositional traits may moderate said relationship. Participants were recruited for a 2-time point study. Results showed that impedance, personality, and disposition did affect the burnout relationship.

Michael T. Sliter, Indiana University-Purdue University Indianapolis
Elizabeth M. Boyd, Kennesaw State University
Morgan D. Jones, Indiana University-Purdue University Indianapolis
Submitted by Morgan Jones, morgandakotajones@gmail.com

134-10 Safety Climate: A Multilevel Moderated Mediation Model
This poster examined the role of safety climate using a sample of 594 employees working in 160 groups within 55 different manufacturing organizations. The results of a multilevel moderated mediation model indicated that safety climate influences accidents via safety motivation and safety compliance. In addition, workload moderated the safety climate—safety motivation relationship.
134-11 Microbreak Activities at Work to Recover From Work Demands
This research examined employees’ microbreak activities at work. For 10 working days, 86 South Korean employees indicated their engagement in microbreak activity and how this influences the relationship between work demands and negative affect. Relaxing and social activities buffered the effect of work demands on negative affect.

Sooyeol Kim, Kansas State University
Youngah Park, Kansas State University
Qikun Niu, George Mason University
Submitted by Sooyeol Kim, sooyeolkim@gmail.com

134-12 Psychological Health Climate and BMI: A Conditional Indirect Effect Model
This research addressed the relationship between organizational climate for health and body-mass index. Using a survey of over 1,500 individuals our hypotheses were supported. The relationship between individuals work climate and body-mass index was mediated by healthy behaviors and the relationship between climate and healthy behaviors was moderated by self-regulation.

Alec H. Munc, Clemson University
Robert R. Sinclair, Clemson University
Deanna K. Burns, Clemson University
Janelle H. Cheung, Clemson University
Submitted by Alec Munc, alec123707@gmail.com

134-13 Compete or not Compete: An Examination of Competition and Burnout
This research hypothesized that competitive climate positively relates to emotional exhaustion and that this relationship is mediated by distributive justice. Also hypothesized was that individual self-concept moderates the relationship between competitive climate and distributive justice. Results of the study showed support for all hypotheses. Last, implications are discussed.

Tunji Oki, University of Houston
Zach Roberts, University of Houston
Bobbie A. Dirr, University of Houston
Lisa M. Penney, University of Houston
Submitted by Tunji Oki, tunjikoki@gmail.com

134-14 Profiling Burnout: Implications for Researchers and Practitioners
Burnout is typically assessed using the Maslach Burnout Inventory, which categorizes respondents as more or less burned out. An alternative, profiling, was used to identify patterns of burnout. This study combines results from the MD-58 and the NDS-7 and presents a more nuanced understanding of burnout.

Amy L. Luthanen, VHA National Center for Organization Development
Jan Beckstrand, VHA National Center for Organization Development
Nancy Yanchus, University of Georgia
Katerine Osatuke, Miami University
Submitted by Katerine Osatuke, Katerine.Osatuke@va.gov

134-15 Effects of Momentary Experiences on the Development of At-Work Fatigue
This study examined whether short-term distress and eustress reactions during the work day influenced changes in fatigue at work. Negative experiences (stress and pain) predicted steeper increases in the development of fatigue at work. Happiness and meaningfulness demonstrated main effects on changes in fatigue at work.

Kelsey N. Parker, University of Tulsa
Jennifer M. Ragsdale, University of Tulsa
Submitted by Kelsey Parker, kelsey-parker@utulsa.edu

134-16 Running on Empty? Daily-Diary Examinations of Job Demands and Energy
This poster examined the daily effects of job demands on work–family conflict and psychological well-being on a sample of teachers over 6 days. Emotional, mental, and physical energy were tested as competing mediators within a multilevel framework. Energy mediated the effect of job demands on psychological well-being and work family conflict.

Jenna C. Shapiro, University of Connecticut
Russell A. Matthews, Bowling Green State University
Submitted by Kelsey-Jo Ritter, kelseyo.ritter@gmail.com

134-17 Self-Control Demands Explain Effects of Job Demands on Ego Depletion
Our experience sampling study with 97 eldercare workers (721 measurement occasions) shows that self-control demands (e.g., Diestel & Schmidt, 2011) can explain effects of job demands (workload, planning and decision-making demands, emotional dissonance) on ego-depletion. Further, job control mitigates the indirect effect of workload on ego-depletion.

Roman Prem, University of Vienna
Bettina Kubicek, University of Vienna
Christian Korunka, University of Vienna
Submitted by Tabea Scheel, tabea.scheel@univie.ac.at

134-18 The Mediating Role of Appraisal in the Case of Work Intensification
This 2-wave study (N = 255) shows that cognitive appraisal mediates the relationship between work intensification and emotional exhaustion and job satisfaction, respectively. Results of the cross-sectional study (N = 932) support these findings and additionally reveal that a participative climate buffers negative effects of work intensification on its appraisal.

Matea Paškvan, University of Vienna
Bettina Kubicek, University of Vienna
Roman Prem, University of Vienna
Christian Korunka, University of Vienna
Submitted by Tabea Scheel, tabea.scheel@univie.ac.at

134-19 The Influence of Risk Perception on Safety: A Laboratory Study
Although risk perception is theorized to influence safety behavior, research has been equivocal. This laboratory study used seemingly dangerous tasks to examine nuances of risk perception: conditional versus unconditional on compliance, affective versus cognitive, and specific versus general. Results showed risk perception is related to safety behavior, depending on conceptualization.

William D. Taylor, University of Oklahoma
Lori Anderson Snyder, University of Oklahoma
Submitted by William Taylor, wtaylor@ou.edu

134-20 Age Differences in the Relationship Between Conscientiousness and OCB
This poster examined whether age moderated the relationship between Conscientiousness and organizational citizenship behavior (OCB) in a sample of 376 employees living in the US. As suggested by sociomotional selectivity theory, Conscientiousness was differentially related to OCB for older and younger workers.

Lale Muazzz Zaldiz, Portland State University
Donald M. Truxillo, Portland State University
David Cadin, Oregon Nurses Foundation
Eli M. Dapolonia, Pacific University
Submitted by Lale Muazzz Zaldiz, lyaldiz@pdx.edu

134-21 A Preliminary Development and Validation of a Safety Performance Scale
The purpose of this study was to develop and validate a new safety performance scale taking into account safety-related helping behaviors towards individuals and the organization. The new scale was pilot-tested and validated in 2 samples and holds potential to contribute to safety research.

Zhenyu Yuan, The University of Iowa
Michael T. Sitter, Indiana University-Purdue University Indianapolis
134-22 Parental Job Insecurity, Challenge and Hindrance Appraisals, and Youths’ Outcomes
This poster examined youths’ challenge and hindrance appraisals of perceived parental job insecurity in a sample of undergraduate students from China. Youths’ challenge appraisals of paternal job insecurity were positively related to academic engagement and intrinsic motivation to work. The study highlights the value of examining appraisals in stress research.
Zhenyu Yuan, The University of Iowa
Elizabeth M. Boyd, Kennesaw State University
Michael T. Silter, Indiana University-Purdue University Indianapolis
Yaqing Sun, China University of Petroleum
Submitted by Zhenyu Yuan, zhenyu-yuan@uiowa.edu

134-23 The Moderating Effects of Mindfulness on the Job Recovery Process
Workers provided ratings on trait mindfulness, recovery experiences, and job recovery (e.g., energy). As expected, observation to sensations, a factor of trait mindfulness, moderated the recovery experiences-job recovery relationships. Specifically, stronger positive recovery experiences-job recovery relationships occur among workers high in observation to sensations.
Jessica Lam, San Francisco State University
Michael Mathieu, San Francisco State University
Kevin J. Eschleman, San Francisco State University
Submitted by Kevin Eschleman, kesch@sfedu.com

134-24 Type A and Stress, Strain, and Job Satisfaction: A Meta-Analysis
Meta-analysis was used to summarize relations between Type A and stress, strain, and job satisfaction. Two subscales were also examined as potential moderators. Results were indicative of meaningful moderating effects: Impatience-Irritability had strong undesirable associations with all criteria, whereas Achievement Striving related positively to job satisfaction.
Jing Yuan Tian, University of Minnesota-Twin Cities
Michael P. Wilmot, University of Minnesota-Twin Cities
Submitted by Michael Wilmot, wilmot040@umn.edu

135. Symposium/Forum: 9:00 AM-9:50 AM
Grand A
Finding Needles in Haystacks: Being Smarter About Survey Comments
Anyone who has managed a survey program has wrestled with managing open-ended comments. Rather than overemphasizing technological solutions, this session presents research with practical implications to be smarter in generating, evaluating, and distributing the most useful information buried in open-ended comments.
Scott M. Brooks, OrgVitality, Chair
Megan L. Huth, Google, Geoffrey C. Ho, Google, Lisa Calfas, Google, Matching Method and Mission: Extracting Maximum Value From Qualitative Feedback
Jennifer Sabet, Starwood Hotels & Resorts, Getting Qualitative Feedback Used: Dispatching Comments to Maximize Action
Victoria Hendricksen, OrgVitality, Emily L. Hause, Saint Mary’s College of California, Scott M. Brooks, OrgVitality, Employee Survey Comments: “Nudging” for the Most Useful Suggestions
Submitted by Scott Brooks, scott.brooks@orgvitality.com

136. Special Events: 9:00 AM-9:50 AM
Grand C
Distinguished Early Career Contributions-Practice Award: Moving the Needle of I-O Relevance: Lessons From Practice
Aligning the toolkit of an I-O practitioner to the needs of business takes focus, flexibility, and persistence. This presentation evaluates how a pragmatic approach to leveraging I-O tools have can help practitioners navigate through the changing business needs to keep our practice relevant and in a position to drive performance.
Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, Host
Richard T. Cober, Marriott International, Presenter
Submitted by Rob Silzer, rob.silzer@prodigy.net

137. Alternative Session Type: 9:00 AM-9:50 AM
Grand D
Applying for and Getting Grants: Successful Grantees
This session will help SIOP members become familiar with grants. This session includes SIOP members funded by agencies including ARI, NASA, NIH, and NSF talking about identifying opportunities, applying for, and running their grants.
David P. Costanza, The George Washington University, Chair
Leslie B. Hammer, Portland State University, Presenter
Steve W. J. Kozlowski, Michigan State University, Presenter
Lynn R. Offermann, George Washington University, Presenter
Submitted by David Costanza, docstanz@gwu.edu

138. Roundtable Discussion/Conversation Hr: 9:00 AM-9:50 AM
Grand I
Virtual Employees and Work/Life Balance
The primary purpose of this session is to discuss current challenges to understand and improve work/life balance for virtual employees. Relevant research will be examined, including the results of the hosts' study examining work/life balance. Implications for virtual employees and considerations for organizations will be explored.
Joanna Palmer, Baker College & Center for Graduate Studies, Host
Donna DiMatteo-Gibson, Lycurgy Group, Inc./Walden University, Host
Submitted by Donna DiMatteo-Gibson, ddimatteo30@hotmail.com

139. Symposium/Forum: 9:00 AM-9:50 AM
Grand J
Within and Beyond: Workplace Aggression and Multiple Contexts
Workplace aggression has been shown to predict negative outcomes for organizations. The relationships between workplace aggression and organizational factors and outcomes have been studied at the expense of broader extraorganizational factors. This symposium presents studies that advance this research domain by broadening our consideration of aggression to multiple contexts.
Robert L. Wooderson, Texas A&M University, Co-Chair
Lisa A. Marchiondo, Wayne State University, Co-Chair
Robert L. Wooderson, Texas A&M University, Kathi N. Miner, Texas A&M University, Conflict Infiltrating the Workplace: Politically Motivated Incivility and Social Context
Greg R. Thrasher, Wayne State University, Daniel R. Krenn, Wayne State University, Frank Z. Keehn, Wayne State University, Lisa A. Marchiondo, Wayne State University, Actors and Victims of Workplace Aggression: Comparative Meta-Analyses
Erin Eatough, The City University of New York, Baruch College, Zhiqing E. Zhou, Florida Institute of Technology, Danielle R. Wald, The City University of New York, Baruch College, Employee-Perpetrated Mistreatment: Links to Abusive Supervision and Illegitimate Tasks
Submitted by Robert Wooderson, linden.wooderson@gmail.com

140. Panel Discussion: 9:00 AM-9:50 AM
Independence Ballroom
Big Data in I-O Psychology: Definitions, Applications, and Practical Considerations
Recent research involving Big Data primarily focuses on data analysis considerations and techniques. This panel will define Big Data concepts in I-O psychology and discuss their impact on the talent management process. Applied examples will be provided to illustrate the concepts and facilitate a discussion of several practical considerations.
John C. Scott, APTMetrics, Inc., Chair
John P. Hausknecht, Cornell University, Panelist
John D. Morrison, Independent Consultant, Panelist
141. Debate: 9:00 AM-9:50 AM
Liberty AB
Finding a Place for Mindfulness in the Workplace
Mindfulness is attention to and awareness of the present moment externally and internally. Although the concept of mindfulness is not new, it is relatively new within I-O psychology. This session brings together mindfulness and related experts to debate issues related to the role of I-O in mindfulness research and application.
Kathryn E. Keeton, NASA/Wyle, Co-Chair
Kelley J. Slack, NASA-JSC/Wyle/LZT, Co-Chair
Cristina Rubino, California State University, Northridge, Moderator
Kathryn M. Bartol, University of Maryland, College Park, Presenter
Michelle K. Duffy, University of Minnesota, Presenter
Michael Forlenza, DPL Coaching and Consulting/The Potential Project, Presenter
Ravi S. Kudesia, Washington University-St. Louis, Presenter
Lois E. Tetrick, George Mason University, Presenter
Submitted by Kelley Slack, kslack@wylehou.com

142. Special Events: 9:00 AM-9:50 AM
Liberty C
Executive Board Special Session: Improving International Testing Practice With the International Test Commission
The session will describe the work of the International Test Commission, including its work on guidelines development, international conferences, and capacity building and outreach in emerging nations. The relevance of this for SIOP will be discussed.
Dave Bartram, CEB’s SHL Talent Measurement Solutions, Chair
Anna Brown, University of Kent, Panelist
Kurt F. Geisinger, University of Nebraska-Lincoln, Panelist
Dragos G. Ilescu, University of Bucharest, Romania, Panelist
Aletta Odendaal, University of Johannesburg, South Africa, Panelist
Neal W. Schmitt, Michigan State University, Panelist
Fritz Drasgow, University of Illinois at Urbana-Champaign, Discussant
Submitted by Dave Bartram, dave.bartram@shl.com

143. Symposium/Forum: 10:30 AM-11:50 AM
302-304
Within-Person Variability of Personality Traits: Theory and Applied Measurement
This symposium provides theoretical and applied discussions of within-person variability in personality traits. Including new item formats and measures, as well as an examination of cross-cultural effects on personality change, this session will provide a first-hand look at the frontier of this promising area of research into human behavior.
Matthew S. Fleisher, Marriott International, Chair
Jennifer P. Green, George Mason University, Patrick Bradshaw, Georgia Institute of Technology, Elodia D. Kelly, Georgia Institute of Technology, Mengmeng Zhu, George Mason University, Reeshad S. Dalal, George Mason University, Rustin D. Meyer, Georgia Institute of Technology, Personality Stability: Operationalization and Relationship With Within-Person Performance Variation
Alexander R. Schwall, Development Dimensions International (DDI), The Triangle Item: A Graphical User Interface for Frequency Items
Mengqiao Liu, Wayne State University, Jason L. Huang, Wayne State University, Contextualized Extraversion and Its Change in Cross-Cultural Adjustment
Murray R. Barrick, Texas A&M University, Discussant
Submitted by Matthew Fleisher, Matthew.Fleisher@Marriott.com

144. Symposium/Forum: 10:30 AM-11:50 AM
305-306
Leaders Who Ask and Listen: The Softer Side of Leadership
The prevalent model of leadership, especially in western societies, has been of the active, directive leader. This symposium brings together an emerging body of research highlighting the important role of softer, nondirective leader behavior, focusing on how leaders ask questions of, and constructively listen to, their followers.
Seymour Adler, Aon Hewitt, Chair
Avraham N. Kluger, Hebrew University of Jerusalem, Leadership and Listening: A Meta-Analysis
Niel Van Quaquebeke, Kühne Logistics University, Will Felps, RSM, Erasmus University, Judge Leaders By Their Questions, Not By Their Answers
Tiffany Schroeder, Case Western Reserve University, The Relative Importance of Leader Listening on Employee Outcomes
Nawaf Es-Sabahi, Hofstra University, Leader Listening and Subordinate Attitudes: A Cross-Cultural Experimental Study
Submitted by Seymour Adler, seymour_adler@aon.com

145. Panel Discussion: 10:30 AM-11:50 AM
309-310
I-O Psychologists Can't Sell: Debunking Common Myths Around Business Development
This session will debunk common myths associated with business development as it pertains to different roles I-O professionals can take. Topics will include reframing the concept of business development and practical advice and strategies for developing this skill, regardless of role.
Lizzette Lima, Right Management, Chair
Roya Ayman, Illinois Institute of Technology, Panelist
Mitchell W. Gold, Right Management, Panelist
Ken Lahti, CEB, Panelist
Jared D. Lock, The JDL Group, LLC, Panelist
Debora D. Mitchell, Sprint, Panelist
Submitted by Lizzette Lima, lizzette_l@yahoo.com

146. Symposium/Forum: 10:30 AM-11:50 AM
401-403
Program Evaluation: A Growing Interest in Evidence-Based Decision Making
A program’s success depends not just on developing and implementing proper tools and procedures but on the ability to monitor and evaluate progress and outcomes. With increasing emphasis on evidence-based decision making, this symposium will explore some of the primary components and issues associated with program evaluation research and application.
Jerry W. Hedge, RTI International, Chair
Jerry W. Hedge, RTI International, Matching Program Evaluation Design to Program Objectives
Michael Ingerick, HumRRO, Evaluating Leadership Development Programs: Pitfalls, Pratfalls, and Opportunities
Cristina G. Banks, Lamorinda Consulting LLC, Improving Training Evaluation
John C. Scott, APTMetrics, Inc., Discussant
Submitted by Jerry Hedge, jhedge@rti.org

147. Community of Interest: 10:30 AM-11:50 AM
404
Learning Agility: Practical Uses and Research Needs
Veronica S. Harvey, Aon Hewitt, Host
Chokalingam Visweswaran, Florida International University, Host
Anthony S. Boyce, Aon Hewitt, Coordinator

148. Panel Discussion: 10:30 AM-11:50 AM
407-409
Critical Discussions Regarding Mobile Assessments: Can You Hear Us Now?
Emerging technologies in mobile-delivered assessments provide both
opportunities and challenges for I-O psychologists. This panel aims to open a critical dialogue surrounding the current state of this technology, as well as future research directions to inform best practices.

Jared Z. Ferrell, SHAKER, Co-Chair
Brent D. Holland, FurstiPerson, Co-Chair
Joseph D. Abraham, PSI Services, LLC, Panelist
Richard N. Landers, Old Dominion University, Panelist
Michael J. Najar, CITGO Petroleum, Panelist
Jason Read, Lockheed Martin, Panelist
Submitted by Jared Ferrell, jzf2@zipu.uacon.edu

149. Symposium/Forum: 10:30 AM-11:50 AM
Franklin 08
Mission Possible: The Research Imperative for Understanding Resilience in Teams
Despite an abundance of research on individual resilience and a growing literature on organizational resilience, few scientists have explored resilience from one of the most critical components of organizations–teams. The purpose of this session is to provide a broad overview of cutting edge research aimed at understanding team resilience.

Milani Jimenez-Rodriguez, U.S. Army Research Institute, Co-Chair
Jessica A. Gallus, U.S. Army Research Institute, Co-Chair
James M. Griffith, U.S. Army, Resilience as a Multilevel Concept: Need for More Deliberated Thought
Christopher P. Cerasoli, Group for Organizational Effectiveness (gOE), George Washington University, Typical and Maximal Military Performance: Case Studies of Unit Resilience
Kristin N. Saboe, Walter Reed Army Institute of Research, James A. Anderson, Walter Reed Army Institute of Research, Maurice L. Sipos, Walter Reed Army Institute of Research, Multilevel Assessment of How Leader Behaviors Promoting Resilience Improve Unit Performance
Paul D. Bliese, University of South Carolina, Discussant
Submitted by Milani Jimenez-Rodriguez, milani.jimenez@gmail.com

150. Poster Session: 10:30 AM-11:20 AM
Franklin Hall
Measurement/Statistics/Research Methods
150-1 Voice Quality: Construct Development and Scale Validation
This poster proposes the construct of voice quality, perceptions of the expected utility that voice provides based on message content, and presents a multiphase construct development process. Results demonstrate that voice quality is a valid and reliable construct composed of 5 dimensions: rationale, feasibility, collective, ownership, and novelty.

Kyle Brykman, Queen’s University
Jana L. Raver, Queen’s University
Submitted by Kyle Brykman, k.brykman@queensu.ca

150-2 Power and Errors in Adverse Impact Indices
The power and error rates of 8 adverse impact indices were examined under various conditions. Fisher’s exact test and the z-test for proportions (with correction for continuity) most often performed adequately. However, in some conditions these indices were outperformed by some of the “practical” tests.

Fred S. Switzer, Clemson University
Patrick J. Rosopa, Clemson University
Patrick T. Coyle, Virginia Tech
Submitted by Fred Switzer, switzerf@clemson.edu

150-3 Predicting Job Performance With Four Dimensions of Approach Avoidance
This study examined the predictive utility of novel approach-avoidance scales above and beyond self-reports of Conscientiousness. The newly developed scales operationalize approach and avoidance motivation in relation to both implied success and failure. Results suggested self-reports assessing an “effective avoidance” motivational orientation significantly and uniquely predict overall job performance.

Mark D. Scott, Virginia Tech
Patrick T. Coyle, Virginia Tech
Neil M. A. Hauenstein, Virginia Tech
Submitted by Patrick Coyle, coylep23@vt.edu

150-9 The Importance of Person-Oriented Approaches in Expatriate Research
Variable-oriented methods are often favored over person-oriented methods. These 2 methods provide identical results when data are ergodic; however, data are rarely ergodic, and previous variable-oriented
analyses may provide biased results. This manuscript delineates person-oriented methods and applies a particular person-oriented method to longitudinal expatriate adjustment data.

Matt C. Howard, Pennsylvania State University
Emily K. Mahla, The Pennsylvania State University
Nathan F. Kutz, The Pennsylvania State University
Tyler B. Resnick, The Pennsylvania State University
Jennifer L. Bet, Pennsylvania State University
Laura N. Nestor, The Pennsylvania State University
Submitted by Matt Howard, mch248@psu.edu

150-10 Investigating Job Satisfaction in Older Workers Using Item Response Theory
This paper examines differential item functioning (DIF) in the Job Descriptive Index (JDI), a measure of job satisfaction, between younger and older workers. Drawing on developmental theories on affect and social relationships, it is demonstrated that the JDI items contain DIF between groups. Specific patterns of DIF and implications are discussed.

Rachel T. King, Bowling Green State University
Michael J. Zickar, Bowling Green State University
Submitted by Rachel King, rtking@bgusu.edu

150-11 Unbalanced Clusters, Variance Heterogeneity, and Power in Hierarchical Linear Modeling
Previous authors have assumed that unbalanced group sizes and variance heterogeneity do not strongly affect results in hierarchical linear modeling. These assumptions are tested using Monte Carlo simulations. Results suggest that these factors do not affect power, bias, or standard errors when estimating fixed effects and cross-level interactions in HLM.

Jack W. Kostal, University of Minnesota
Brenton M. Wiernik, University of Minnesota
Submitted by Jack Kostal, kosta021@umn.edu

150-12 Convergence, Admissibility and Fit of Alternative Models for MTMM Data
Two well known (CTCM and CTCU) models and 4 lesser known analytic models for the analysis of MTMM data were compared. Rindskop's (1983) reparameterization of the CTCM model largely solves convergence and admissibility problems. More restricted versions of this model usually fit less well but are also often plausible.

Charles E. Lance, Organizational Research & Development, LLC.
Yi Fan, University of Georgia
Submitted by Charles Lance, cianenceph@gmail.com

150-13 Bayesian Multilevel Modeling: The Introduction of a Cross-Validation Prior
This poster introduces a new type of Bayesian prior called the cross-validation prior. The performance of this prior to the performance of other Bayesian models and a REML model are compared. Results find that the cross-validation prior performs nearly as well as the other models and highlight added advantages.

Alexander C. LoPilato, The University of Georgia
Nathan T. Carter, University of Georgia
Submitted by Alexander LoPilato, alex.lopilato@gmail.com

150-14 Common Method Variance and Higher-Order Constructs: An Empirical Test
This study considers the extent to which CMV biases the structural validity of different types higher-order latent constructs. This poster applied common CMV remedies to data from multiple samples. Results suggest that CMV has the potential to bias structural validity. These effects were more pronounced for the superordinate (vs. aggregate) construct.

Russell E. Johnson, George Mason University
Christopher C. Rosen, University of Arkansas
Chu-Hsiang Chang, Michigan State University
Submitted by Christopher Rosen, crosen@walton.uark.edu

150-15 The Effects of Interrater Calibration on Rating Consistency
To facilitate the incorporation of others' perspectives, this research developed an intervention that involved interrater calibration and examined its effects on subjective assessments. This study demonstrated that dyads with calibration achieved higher interrater consistency than dyads without calibration. Also, time pressure weakened the positive effects of calibration on interrater consistency.

Ming-Hong Tsai, UCLA
Serena Wee, Singapore Management University
Submitted by Ming-Hong Tsai, mhtsai@smu.edu.sg

150-16 Development of a Measure of Social Connectedness in Work Organizations
Although social interactions and relationships are critical in the workplace, a validated measure of workplace social connectedness for use in research and by organizations could not be located. To address this void, a measure of workplace social connectedness was developed and validated, comprised of 2 subdimensions: behavioral and affective.

Carolina J. Winstone, George Mason University
Amanda Anderson, George Mason University
Isaac E. Sabat, George Mason University
Seth A. Kaplan, George Mason University
Submitted by Carolina Winstone, cwinst02@masonlive.gmu.edu

150-17 Development of a Computer Adaptive Forced-Choice Personality Test
Recent research has suggested that using IRT-based forced choice scales to measure personality may produce greater utility than traditional methods. However, little guidance exists on how to develop such measures. To fill this gap, the development of a multidimensional pairwise preference personality test for use in applied settings is described.

Jeffrey S. Conway, Aon Hewitt
Anthony S. Boyce, Aon Hewitt
Pat M. Caputo, Aon Hewitt
Christopher R. Huber, University of Minnesota
Submitted by Jeffrey Conway, jeff.conway@aonhewitt.com

150-18 Effect Size Benchmarks for Common I-O Topics Around the Globe
Using a database of 64,248 published correlations from 37 countries, this poster presents effect size benchmarks for cross-cultural I-O research. Results indicate small and inconsistent cross-regional differences for coarse relations types (e.g., attitude-behavior), typically around 10%. Implications are discussed for cross-cultural I-O research including better informed sample size determination and theory development.

James G. Field, Virginia Commonwealth University
Alec H. Munc, Clemson University
Frank A. Bosco, Virginia Commonwealth University
Krista L. Uggerslev, Northern Alberta Institute of Technology
Piers Steel, University of Calgary
Submitted by Frank Bosco, siop@frankbosco.com

150-19 Moderation Effects not Detectible by Meta-Analytic Techniques
Validity generalization and meta-analysis can be useful tools for discovering and exploring moderating effects. However, meta-analytic moderation is usually estimated differently than moderation in primary studies. By comparing moderated multiple regression and meta-analytic moderation detection in a Monte-Carlo simulation, this research reveals moderation effects that meta-analysis cannot uncover.

Justin A. DeSimone, University of Nebraska at Lincoln
Jeremy L. Schoen, Georgia Gwinnett College
Savannah Cookson, George Gwinnett College
Submitted by Justin DeSimone, jad@unl.edu

150-20 Comprehensive Coding for Verbal and Nonverbal Behavior in Ice Teams
The purpose of this poster is to disseminate a comprehensive transcription process for classifying interpersonal interaction data in teams. By utilizing detailed transcripts from video, both verbal and nonverbal information is preserved in a clear, complete, and easily codable format. Furthermore, it is adaptable to various team sizes and configurations.

Jaimie L. Murray, University of South Florida
Keaton A. Fletcher, University of South Florida
150-21 Triangulation of Methods in Industrial-Organizational Psychology: Review and Recommendations
This poster reviews the use of methodological triangulation in industrial/organizational psychology. It identifies the best practices related to the use of triangulation and its less common creative uses that can help answer important research questions. The paper concludes with recommendations regarding the use of triangulation in empirical research.
Dina V. Krasikova, University of Texas at San Antonio
Christopher B. Stone, University of Texas at San Antonio
Julia Berrios, University of Texas at San Antonio
Submitted by Dina Krasikova, dina.krasikova@utsa.edu

150-22 Estimating Insufficient Effort Responding With a Person Fluctuation Parameter
Individuals sometimes engage in insufficient effort responding (IER) when completing surveys. This poster shows how to use item response theory model-based person fluctuation parameters (PFPs) to detect individuals engaging in IER. A small simulation example was used to demonstrate the efficacy of this approach.
David M. LaHuis, Wright State University
Michael J. Hartman, Wright State University
Tyler Barnes, Wright State University
Shotaro Hakoyama, Wright State University
Caitlin E. Blackmore, Wright State University
Submitted by David LaHuis, david.lahuis@wright.edu

150-23 Developing and Evaluating a Brief Survey for Measuring Performance
This 3-phase study examined a new approach for creating a shorter performance evaluation tool from an existing measure. Findings demonstrated the new instrument was equal in terms of reliability estimates, factor structure, and relationships with predictors. The brief instrument also produced significantly less response burden on incumbent supervisors.
Derek L. Mracek, University of Oklahoma
Mary LeFebvre, ACT, Inc.
Kama D. Dodge, ACT, Inc
Submitted by Derek Mracek, dmracek@ou.edu

150-24 Development and Validation of the Intensification of Job Demands Scale
The Intensification of Job Demands Scale is introduced and validated. Confirmatory factor analyses supported the differentiation into intensified workload, planning and decision making, and learning demands. Convergent, discriminant, and incremental validity tests revealed moderate correlations with established measures of job demands, marginal correlations with negative affectivity and positive associations with burnout.
Bettina Kubicek, University of Vienna
Matea Paškvan, University of Vienna
Christian Konunka, University of Vienna
Submitted by Tabea Scheel, tabea.scheel@univie.ac.at

150-25 Methodology in Person-Centered Research: K-Means and Latent Profile Analysis
Latent profile and k-means methodologies were compared. K-means yielded 4 patterns of commitment while latent profile analysis indicated that no profiles were present. These findings are likely due to a small sample pointings to the value of k-means for samples smaller than 200 respondents.
Mark J. Somers, New Jersey Institute of Technology
Dee Birnbaum, Rhodes College
Submitted by Mark Somers, mark.somers@njit.edu

150-26 Impact of Randomly Missing Data on Social Network Autocorrelation Models
Despite the increasing popularity of social networks research, 1 critical problem remains: missing data. This study investigated the impact of missing data on the statistical power of social network autocorrelation models. As expected, results suggested response rate together with sample size determines statistical power for a small-to-moderate network effect size.
Wei Wang, University of Central Florida
Tanner A. Kluth, University of Central Florida
Daniel A. Newman, University of Illinois at Urbana-Champaign
Eric Neuman, University of Illinois at Urbana-Champaign
Submitted by Wei Wang, wei.wang@ucf.edu

150-27 Perceptions of Confidentiality in Survey Research: Development of a Scale
The purpose of this study was to develop a scale to measure respondents' confidentiality perceptions when completing an organizational survey. Data from 812 respondents were used to demonstrate initial validity evidence for the measure. The resulting scale can be used to explore the processes underlying perceived privacy and response behavior.
Thomas J. Whelan, Javelin HR Solutions
Jack W. Stoughton, CEB | SHL
Lori Foster Thompson, North Carolina State University
Submitted by Thomas Whelan, whelan.tom@gmail.com

150-28 The Impact of Response Category Labeling on Likert Scale Data
Response category labels influence participant's survey responses. This study compared 3 response scales with varying category labels across 3 different customer service scenarios. Results indicated that when scales included the "somewhat" qualifier, respondents tended to choose the more extreme (higher or lower) response option.
Benjamin S. Wood, Hofstra University
Keisha Phillips-Kong, Queens College (CUNY)
Terri Shapiro, Hofstra University
Submitted by Benjamin Wood, bwood2@pride.hofstra.edu

150-29 Enhancing Training Outcomes With Gamification
The technology-enhanced training effectiveness model (TETEM) was applied to test training outcomes in a gamified instructional design. Participants anticipated reacting more positively to gamified instruction than traditional instruction, with the effect moderated by video game experience and attitudes toward game-based learning.
Michael B. Armstrong, Old Dominion University
Richard N. Landers, Old Dominion University
Submitted by Michael Armstrong, marms018@odu.edu

150-30 Game Thinking in Human Resource Management
The potential of game thinking (i.e. gamification and serious games) was examined in relation to modern theories of human resource management (HRM) in the areas of recruitment, selection, training, and performance management. Current research on game thinking in HRM was reviewed and future directions for research recommended.
Michael B. Armstrong, Old Dominion University
Richard N. Landers, Old Dominion University
Andrew B. Collmus, Old Dominion University
Submitted by Michael Armstrong, marms018@odu.edu

151. Symposium/Forum: 10:30 AM-11:50 AM
Grand A
The Development and Validation of Nine New Workplace Safety Measures
This symposium features 4 research studies providing initial validation of 9 new workplace safety construct measures including an individual difference battery, lone worker safety climate, safety climate for 5 different research laboratories, and safety behavior. Initial results support their validity and promise for reducing workplace accidents and injuries.
Stephanie C. Payne, Texas A&M University, Co-Chair
Nathanale L. Keiser, Texas A&M University, Co-Chair
Esteban Tristan, Select International, Allison Tenbrink, Select International, Matthew S. O'Connell, Select International, Kristin M. Delgado, Select International/Wright State University, Using Psychometric Assessments to Predict and Improve Safe Behavior
Dov M. Zohar, Technion Institute of Tech Israel/Institute for Work & Health, Safety Climate for Long-Haul Truck Drivers and Electric Utility Workers
Nathanael L. Keiser, Texas A&M University, Stephanie C. Payne, Texas A&M University, The Validity of Contextualized Safety Climate Measures for Research Laboratories
Autumn D. Krauss, Sentis, Tristan Casey, Sentis, Krista Hoffmeister, Sentis, Advancing the Measurement of Safety Performance
Submitted by Nathanael Keiser, keiser.nate@gmail.com

152. Panel Discussion: 10:30 AM-11:50 AM
Grand B
Conducting Criminal Background Checks...Without Breaking the Law
Panelists will discuss the legal defensibility of using criminal background checks in hiring. Topics include the probability of adverse impact, updated EEOC guidance in this area, a review of recent court cases, and best practices in the use of criminal background checks.

Jessica Keeney, APTMetrics, Inc., Co-Chair
Tony S. Locklear, APTMetrics, Inc., Co-Chair
Kathleen Kappy Lundquist, APTMetrics, Inc., Panelist
David J. Lux, Georgia-Pacific, Panelist
Leslie Silverman, Fortney & Scott, LLC, Panelist
Adam T. Klein, Outten & Golden LLP, Panelist
Donald R. Livingston, Akin Gump LLP, Panelist
Submitted by Jessica Keeney, jkeeney@aptmetrics.com

153. Alternative Session Type: 10:30 AM-11:50 AM [HR]
Grand C
So You Think You Can Practice I-O Psychology?
Nine fast-paced IGNITE presentations will highlight current and diverse perspectives on being an I-O practitioner. Presenters will share how they are applying I-O psychology to transform the talent narrative for organizations. The IGNITE presentations (20 automatically advancing slides every 15 seconds) will be followed by an interactive panel discussion.

Cole Napper, Anadarko Petroleum Corporation, Chair
Mark H. Blankenship, Jack in the Box, Inc., Presenter
Laura Mastrangelo Eigé, PepsiCo, Frito-Lay Division, Presenter
Carol Jenkins, Assess Systems, Presenter
Brandon W. Jordan, Towers Watson, Presenter
Chloé Lemelle, AT&T, Presenter
Cheryl L. Sanders, Lowe’s, Inc., Presenter
Aarti Shyamsunder, Catalyst, Presenter
Suzanne Tsacoumouis, HumRRO, Presenter
Submitted by Cole Napper, cole.napper@gmail.com

154. Symposium/Forum: 10:30 AM-11:50 AM
Grand D
Integrating Technology and Training: New Developments and Frontiers
This symposium examines advances in technology-based training and implications for understanding the psychological processes relevant in training. Theoretical and empirical papers provide insight into the future of technology in training delivery and the implications of increased learner control as a function of new training technology.

Carmen K. Young, Rice University, Co-Chair
Margaret E. Beier, Rice University, Co-Chair
Traci Sitzmann, University of Colorado Denver, Justin M. Weinhardt, University of Calgary, Theoretical Insights for Evaluating Massive Open Online Courses
Margaret E. Beier, Rice University, Scott Rixner, Rice University, Joe Warren, Rice University, Carmen K. Young, Rice University, Massive Open Online Course Usage: Performance, Attrition, and Attitude Change
Sandra L. Fisher, Clarkson University, Garett N. Howardson, George Washington University, Michael E. Wasserman, Clarkson University, Karin A. Orvis, Transition to Veterans Program Office, What Are Learners Really Doing?: Investigating Learner Control Behavior Structure
Michael N. Karim, George Washington University, Tara S. Behrend, George Washington University, Feedback and the Self-Regulatory Process in Montoored Learning Environments
Kurt Kraiger, Colorado State University, Discussant
Submitted by Carmen Young, cky1@rice.edu

155. Roundtable Discussion/Conversation Hr: 10:30 AM-11:20 AM
Grand I
Tools for Big Data: MongoDB, Hadoop, and Python
MongoDB, Hadoop, and Python are emerging as 3 significant tools in dealing with “big data” across fields as diverse as finance, customer service, and advertising. This roundtable serves as a forum to share experiences with them and to discuss strategies for leveraging them within our field.

Wayne C. Lee, Swipe Jobs, Host
Damon Drown, Findly, Host
Submitted by Damon Drown, damon@findly.com

156. Symposium/Forum: 10:30 AM-11:50 AM
Grand J
New Directions in Justice: Forming and Reacting to Overall Fairness
The studies in this symposium use overall fairness to highlight new directions in justice research. Some use overall fairness to highlight new drivers of fairness, such as employee personality or supervisor demographics. Others use overall fairness as a contextual control or climate variable to isolate new mediator and moderator variables.

Jason A. Colquitt, University of Georgia, Co-Chair
Kate P. Zipay, University of Georgia, Co-Chair
Fadel K. Matta, Michigan State University, Brent A. Scott, Michigan State University, Joel Koopman, University of Cincinnati, Szu-Han Lin, Michigan State University, Does the Perceived Motive for Just Treatment Matter for Employees?
Jason A. Colquitt, University of Georgia, John W. Lynch, University of Georgia, Ryan Outlaw, University of Georgia, Kate P. Zipay, University of Georgia, But You Think Everything’s Fair: An Examination of Fairness Propensity
Cindy P. Zapata, Texas A&M University, Andrew Carton, University of Pennsylvania, Joseph Liu, Georgia Institute of Technology, Why Just Behaviors Lead Minority Supervisors to Experience Bias
Manuela Priesernuth, Wilfrid Laurier University, Marshall Schminke, University of Central Florida, Prosocial Responses to Supervisor Mistreatment: The Importance of Overall Justice
Submitted by Jason Colquitt, colq@uga.edu

157. Symposium/Forum: 10:30 AM-11:50 AM
Grand K
Identification of Behavioral Skills Essential to Education and Work Success
There are not enough skilled workers to meet organizational demand. This symposium reviews this “skills gap” focusing on personality and behavior (i.e., soft skills). A framework of behavioral skills is proposed to organize and describe the skills important to succeed. Implications for education and work settings are discussed.

Alex Casillas, ACT, Inc., Chair
Amy Shaw, Rice University, Fred Oswald, Rice University, Using Job Performance Models to Understand the Education-to-Work “Skills Gap”
Serena Wee, Singapore Management University, In-Sue Oh, Temple University, The Stability of Personality in Predicting Job Performance
Nathan R. Kuncel, University of Minnesota, Discussant
Submitted by Alex Casillas, alex.casillas@act.org

158. Symposium/Forum: 10:30 AM-11:50 AM
Grand L
Novel Research and Advances in Biodata
Biodata continues to be a useful personnel selection strategy for organizations. This symposium describes the application of biodata tools to novel settings, strategies for combining theoretical and empirical approaches to biodata development and scoring, practical measurement
and validation challenges, and approaches to achieving multiple organi-
sational goals via biodata use.

Eric M. Dunleavy, DCI Consulting Group, Co-Chair
Jeffrey M. Cucina, U.S. Customs and Border Protection, Co-Chair
Eric M. Dunleavy, DCI Consulting Group, Kayo Sady, DCI Consulting Group,
Michael G. Aamodt, DCI Consulting Group, Arthur Gutman, Florida Institute
of Technology, Patrick D. Converse, Florida Institute of Technology, Developing a
Biodata Tool to Predict Turnover: Lessons Learned
James A. Breaugh, University of Missouri-St Louis, Construct-Oriented Bioda-
ta as a Predictor of Job Performance
Craig J. Russell, University of Oklahoma, Tracy Kantrowitz, CEB, Kathleen
Tuzinski, CEB, Craig M. Reddock, CEB, Crafting Biographical Information
Items to Measure Network Leadership
Jeffrey M. Cucina, U.S. Customs and Border Protection, Philip T. Walmsley, U.S.
Office of Personnel Management, Empirically Keyed Biodata Follows the
Scientific Method: "Atheoretical" Need not Apply
Fred Oswald, Rice University, Discussant
Submitted by Jeffrey Cucina, jcucina@gmail.com

159. Symposium/Forum: 10:30 AM-11:50 AM
Independence Ballroom
Beyond the Hype: The Dark Side of Employee Engagement
This symposium includes 4 integrated presentations on some of the less
explored aspects of employee engagement. It features an overview
of engagement models, new research evaluating curvilinear effects of
leadership styles on engagement, negative effects of engagement on
entrepreneurship, and the common reasons for failed interventions to
enhance engagement.
Robert Hogan, Hogan Assessment Systems, Chair
Robert Hogan, Hogan Assessment Systems, Reframing Engagement: Stop
Focusing on Individuals, Start Focusing on Groups
Robert B. Kaiser, Kaiser Leadership Solutions, Accountability: A Common, but
Commonly Neglected, Correlate of Engagement
Tomas Chamorro-Premuzic, University of London, There Is a Bright Side (and
Cure) to Disengagement: Entrepreneurship
Christine E. Corbet, Right Management, Thomas Henriksen, Right Management,
Morten Hegdal, Right Management, Johan Bang Johansen, Right Management,
Turning Lemons Into Lemonade: Employee Engagement Failures Explained
W. Warner Burke, Teachers College, Columbia University, Discussant
Submitted by Robert Hogan, rhogan@hoganassessments.com

160. Panel Discussion: 10:30 AM-11:50 AM
Liberty AB
Building a Workforce Analytics Function: Blazing a Trail to Success
Many organizations are building their workforce analytics capability. I-O
psychologists have the right training to lead in this arena. This panel
discussion includes practitioners with direct experience working within
organizations to build or grow a workforce analytics function. They will
share lessons learned and address audience questions.
Cheryl J. Paullin, HumRRO, Chair
Steve Hall, Marriott International, Panelist
Thomas Fletcher, Travelers, Panelist
John P. Muros, AT&T, Panelist
Carl Schleyer, 3D Results, Panelist
Keith Zabel, Ford Motor Company, Panelist
Submitted by Cheryl Paullin, cpaullin@humro.org

161. Panel Discussion: 10:30 AM-11:50 AM
Liberty C
Many organizations struggle in defining and applying job-specific techni-
cal competencies at an appropriate level of specificity required by today's
fast-paced, continually changing business landscape. This panel brings
internal and external consultant expertise in evolving techniques for creat-
ing, utilizing, and measuring technical competencies in organizations.
Jamie L. Winter, Development Dimensions International (DDI), Chair
Maria Arboleda, Google, Panelist
Larry Israelite, Smarterer, Panelist
Amanda Klabzuba, IBM, Panelist
Tami J. Licht, Development Dimensions International (DDI), Panelist
Submitted by Jamie Winter, jamie.winter@ddiworld.com

162. Poster Session: 11:30 AM-12:20 PM
Franklin Hall
Leadership/Leadership Development/Coaching
162-1 Are Your Employees Coachable? Development of a
Coachability Scale
This study describes the development and initial validation of a coach-
ability scale for predicting the likelihood of success stemming from
coaching relationships. Using a paired supervisor–subordinate sample
(n = 101), it was found that dimensions of coachability related positively
to achievement, self-esteem, openness, and conscientiousness.
Melanie Essayans Boyajian, Central Michigan University
Submitted by Melanie Essayans Boyajian, essayansmelanie@gmail.com

162-2 Young Leader’s Efficacy and [Un]Willingness to Participate In
Leader Development
This poster examined aspiring leaders’ willingness to participate in de-
velopment activities as influenced by leadership self-efficacy (LSE) and
motivation to lead (MTL). LSE and its interaction with MTL are proposed as
“fatal flaws” in development. Results indicate LSE interacts with MTL to
impede participation in formal development activities.
Nathan H. Hartman, Illinois State University
Joy H. Karriker, East Carolina University
Submitted by Nathan Hartman, nathan.hartman@ilstu.edu

162-3 Insights Into Coaching: Identifying Contributors to Effectiveness
Coaching is often explained via information processing theories; howev-
er, these models do not account for the relational component, although it
is purported to be integral to overall effectiveness. This study examines
the influence of the relationship between the coach and coachee on the
association between information processing and insight.
Shannon L. Marlow, University of Central Florida
Christopher Coutsas, University of Central Florida
Christina N. Lacereza, University of Central Florida
Shirley Sonesh, University of Central Florida
Eduardo Salas, University of Central Florida
Submitted by Shannon Marlow, shannon.marlow@knights.ucf.edu

162-4 Evaluating Leadership Development of Health Officials using
Social Network Analysis
Social network analysis is used to evaluate the leadership development of
local health officials during a year-long intervention. Their role is char-
acterized by limited access to other leaders who can share information,
which is vitally important during crises. Results indicate that several
networks developed and were maintained during the program.
Sue Ann Corell Sarpy, Sue Ann Corell Sarpy and Associates
Alicia Stachowski, University of Wisconsin-Stout
Submitted by Alicia Stachowski, stachowskia@uwstout.edu

162-5 Leader Motivation Matters: Leader Power Motivation and
Organizational Commitment
A relationship between leader socialized power motivation and employee
affective, normative and continuance organizational commitment was
hypothesized, mediated by perceived supervisor support. The hypothe-
sis was fully supported for affective commitment, partially supported for
normative commitment and not supported for continuance commitment.
Nicholas A. Baldwin, Roosevelt University
Jacqueline K. Deuling (Mitchelson), Roosevelt University
Adrian Thomas, Roosevelt University
Submitted by Nicholas Baldwin, nicbaldwin1865@gmail.com

162-6 Negative Leader Behavior: What Do Our Measures Measure?
Through content analysis of 405 scale items, a taxonomy of negative
leader behavior (NLB) was developed comprising 8 distinct dimensions.
162-7 Differentiating Perceptions of Leaders and Followers Using Item Response Theory
This study was conducted to investigate implicit leadership theory (ILT) and implicit followership theory (IFT) items. Through the application of item response theory (IRT), difficulty and discrimination parameter estimates were compared across ILT and IFT items completed from 2 perspectives, rating perceptions of a leader and a follower.
Kathleen B Boyd, Virginia Tech
Patrick C. Coyle, Virginia Tech
Roseanne J. Foti, Virginia Tech
Madeline R Taylor, Virginia Tech
Submitted by Kathleen Boyd, kbs87@vt.edu

162-8 Perceived Supervisor Competence and Leader–Member Exchange
Perceived supervisor competence (PSC) mediated the relationship between supervisor initiating structure behavior and leader–member exchange (LMX) as moderated by subordinate self-efficacy. In addition, this relationship carried over to increased subordinate extrarole performance and job satisfaction and decreased withdrawal behavior.
Laura E. Clark, University of Houston
Robert Eisenberger, University of Houston
Kyong Yong Kim, University of Houston
Jordan E. Kirkland, University of Houston
Submitted by Laura Clark, laura387@bellsouth.net

162-9 Mediators of the Relationship between Leader Emotions and Follower Conformity
An experiment was conducted to test competing mediators (regulatory focus, leadership perceptions, and state affect) of the relationship between leader positive emotional displays and follower reactions. Results indicate that leader prototypicality ratings, but not implicit state affect or regulatory focus, mediate the effects of leader positive emotions on follower intentions.
Benjamin R. Levine, The College of New Jersey
Jason Dahling, The College of New Jersey
Sue Hua Aw Young, The College of New Jersey
Submitted by Jason Dahling, dahling@tcnj.edu

162-10 A Moderated Mediation Model Linking Subordinate Similarity Perceptions to Outcomes
This study examined the effect of subordinate perceptions of cognitive style similarity with their supervisor on empowerment and turnover intention, through the mediation of LMX and moderation of participative decision making. Results support the overall conditional indirect effects of the model. Implications and future research are discussed.
Danielle Douglass, Towson University
Abby L. Mello, Towson University
Submitted by Danielle Douglass, ddoig6@students.towson.edu

162-11 How Being Transformational Impacts Men’s And Women’s Success At Work
Gender stereotypes have been examined to explain achievement disparities between men and women at work. MBA students (n = 204) were surveyed to determine the impact of transformational leadership on men’s and women’s levels of workplace success. Evidence suggests an interaction between gender and transformational leadership on success mediated by respect.
Vanessa Quiroz, Florida International University
Renzo J. Barrantes, Florida International University
Asia A. Eaton, Florida International University
Joyce J. Elam, Florida International University
Submitted by Asia Eaton, aeaton@fiu.edu

162-12 Potential Mediating Mechanisms for Why Being Gay Influences Leadership Fit
This poster explored mediating mechanisms for differences in leadership fit based on sexual orientation. It was found that gay male targets are seen as more communal and better suited for feminine managerial positions but no less agentic nor less suited for neutral or masculine positions compared to otherwise identical heterosexual targets.
Renzo J. Barrantes, Florida International University
Asia A. Eaton, Florida International University
Submitted by Asia Eaton, aeaton@fiu.edu

162-13 Direct and Indirect Impact of Manager Behavioral Integrity on Engagement
The direct and indirect effect of the behavioral integrity of 196 employees’ managers on their work engagement of at a lean manufacturing organization in the Northeast United States were investigated. Results support multiple mediation models to include leader–member relationship, perceived organizational support, and psychological safety as mediators.
Brian J. Hirschfeld, The Gem Group, Inc.
Ashita Goswami, Salem State University
Submitted by Ashita Goswami, agoswami@salenstate.edu

162-14 Examining Leader Integrity Through A Cross-Cultural Lens
This study examined measurement equivalence/invariance of the Perceived Leader Integrity Scale (PLIS, Craig & Gustafson, 2009) across the U.S. and Taiwanese employees. Multigroup confirmatory factor analysis results provided support for configural invariance, partial metric invariance, and partial scalar invariance of the revised single-factor, 7-item PLIS scale.
Chia-Lin Ho, Abt Associates
Shin I. Shih, The Pennsylvania State University
Submitted by Chia-Lin Ho, chialroseho@gmail.com

162-15 Scale Refinement of Implicit Leadership Theories: West Meets East
This study examined the distinctiveness of 2 Chinese-based ILTs dimensions from the Western-based dimensions and cultural specificity of the 2 dimensions among US employees. Results showed that the 2 Chinese-based ILTs dimensions, personal morality and versatility, were distinct from the Western-based 6 factors and were relevant to the American culture.
Chia-Lin Ho, Abt Associates
Joan Michael, North Carolina State University
Submitted by Chia-Lin Ho, chialroseho@gmail.com

162-16 Abusive Supervision and Employee Perceptions of Leaders’ Implicit Followership Theories
This study concerns employee perceptions of their leaders’ beliefs about followers. A model was tested in which employee reports of their leaders’ beliefs related to abusive supervision and leader–member exchange. Overall and matching effects were tested and support found for most of the hypotheses.
Umamaheswari Kedarnath, Colorado State University
Submitted by Umamaheswari Kedarnath, graduma@gmail.com

162-17 The Effect of Leader–Member Exchange on Voice: A Meta-Analysis
This paper examines the relationship between LMX quality and voice. Analyses reveal that LMX has a moderately strong, positive relationship with voice behaviors (r = .38). Source of rating was found to be a moderator of this relationship such that supervisor ratings (r = .28) result in a weaker relationship than self-ratings (r = .42).
William S. Kramer, Clemson University
Marissa L. Shuffler, Clemson University
Fred S. Switzer, Clemson Unive
Submitted by William Kramer, wskram@g.clemson.edu

The NLB taxonomy was used to explore the dimensionality profiles of 8 NLB constructs to identify areas of distinction and overlap in their operationalization and measurement. Implications are discussed.
Melissa A. Bleiberg, George Mason University
Kaitlin R. Thomas, George Washington University
Milliun Jimenez-Rodriguez, U.S. Army Research Institute
Stefanie A. Plemmons, U.S. Army Research Institute
Submitted by Melissa Bleiberg, mbleibe2@gmu.edu

162-18 Potential Mediating Mechanisms for Why Being Gay Influences Leadership Fit
This poster explored mediating mechanisms for differences in leadership fit based on sexual orientation. It was found that gay male targets are seen as more communal and better suited for feminine managerial positions but no less agentic nor less suited for neutral or masculine positions compared to otherwise identical heterosexual targets.
Renzo J. Barrantes, Florida International University
Asia A. Eaton, Florida International University
Submitted by Asia Eaton, aeaton@fiu.edu

162-19 Direct and Indirect Impact of Manager Behavioral Integrity on Engagement
The direct and indirect effect of the behavioral integrity of 196 employees’ managers on their work engagement of at a lean manufacturing organization in the Northeast United States were investigated. Results support multiple mediation models to include leader–member relationship, perceived organizational support, and psychological safety as mediators.
Brian J. Hirschfeld, The Gem Group, Inc.
Ashita Goswami, Salem State University
Submitted by Ashita Goswami, agoswami@salenstate.edu

162-20 Examining Leader Integrity Through A Cross-Cultural Lens
This study examined measurement equivalence/invariance of the Perceived Leader Integrity Scale (PLIS, Craig & Gustafson, 2009) across the U.S. and Taiwanese employees. Multigroup confirmatory factor analysis results provided support for configural invariance, partial metric invariance, and partial scalar invariance of the revised single-factor, 7-item PLIS scale.
Chia-Lin Ho, Abt Associates
Shin I. Shih, The Pennsylvania State University
Submitted by Chia-Lin Ho, chialroseho@gmail.com

162-21 Scale Refinement of Implicit Leadership Theories: West Meets East
This study examined the distinctiveness of 2 Chinese-based ILTs dimensions from the Western-based dimensions and cultural specificity of the 2 dimensions among US employees. Results showed that the 2 Chinese-based ILTs dimensions, personal morality and versatility, were distinct from the Western-based 6 factors and were relevant to the American culture.
Chia-Lin Ho, Abt Associates
Joan Michael, North Carolina State University
Submitted by Chia-Lin Ho, chialroseho@gmail.com

162-22 Abusive Supervision and Employee Perceptions of Leaders’ Implicit Followership Theories
This study concerns employee perceptions of their leaders’ beliefs about followers. A model was tested in which employee reports of their leaders’ beliefs related to abusive supervision and leader–member exchange. Overall and matching effects were tested and support found for most of the hypotheses.
Umamaheswari Kedarnath, Colorado State University
Submitted by Umamaheswari Kedarnath, graduma@gmail.com

162-23 The Effect of Leader–Member Exchange on Voice: A Meta-Analysis
This paper examines the relationship between LMX quality and voice. Analyses reveal that LMX has a moderately strong, positive relationship with voice behaviors (r = .38). Source of rating was found to be a moderator of this relationship such that supervisor ratings (r = .28) result in a weaker relationship than self-ratings (r = .42).
William S. Kramer, Clemson University
Marissa L. Shuffler, Clemson University
Fred S. Switzer, Clemson Unive
Submitted by William Kramer, wskram@g.clemson.edu
162-18 Interpersonal Consequences of Leader-Member Exchange Social Comparison (LMXSC)
This study examines a multilevel relationship between leader-member exchange social comparison (LMXSC), anger in coworker, and coworker’s harming behavior. Results of social relations model show that the positive indirect effect of LMXSC on coworker’s harming, through anger in coworker, is particular pronounced when procedural justice is low (rather than high).
Herman H. Tse, Griffith University
Catherine K. Lam, City University of Hong Kong
Xiaosong Lin, Xiamen University
Submitted by Catherine Lam, mg.cat@cityu.hk

162-19 Interactive Effects of Charismatic Leadership and Abusive Supervision
The study examines the joint effects of multiple, different leadership behaviors. The moderating effects of abusive supervision on the positive relationships between charismatic leadership and follower and team outcomes demonstrates the importance of considering the boundary conditions that impede the effectiveness of charismatic leadership.
Jung Hyun Lee, University of Michigan-Dearborn
Gang Wang, Florida State University
Submitted by Jung Hyun Lee, jhjess@umich.edu

162-20 Consequences of Abusive Supervision: A Meta-Analytic Review
The growing interest in the dark side of leadership has led to the development of abusive supervision research. Empirical research on abusive supervision has made considerable progress in the past 13 years. This meta-analytical review of abusive supervision will facilitate research by providing an overview of this area.
Yucheng Eason Zhang, Southwestern University of Finance and Economics
Zhenyu Liao, National University of Singapore
Zhaoli Song, National University of Singapore
Submitted by Zhenyu Liao, liaozenyu@nus.edu.sg

162-21 Examining the Relationships Between Multifactor Leadership Types and Follower Deviance
This study proposes a revised typology of leadership and examines how these types relate to deviance. It was found that transformational leadership was negatively related to deviance, whereas vigilant and passive leadership were positively related to deviance. Implications and contributions of the study as well as future directions will be discussed.
Kevin T. Wynne, Development Dimensions International
Mengqiao Liu, Wayne State University
Benjamin Biermeier-Hanson, Wayne State University
Boris B. Baltes, Wayne State University
Kimberly E. O’Brien, Central Michigan University
Submitted by Mengqiao Liu, mengqiao.liu@wayne.edu

162-22 Higher-Order Personality Factors and Leadership: A Theoretical Explication
Recent research suggests that the Big 2 and the GFP may be more predictive of job performance than the Big 5 factors. This paper presents a model that postulates that the GFP is related to leadership effectiveness through the Big 2 that, in turn, are related to key leadership behaviours.
Mark Do, Peter Berry Consultancy
Submitted by Michael Sanger, m.sanger@yahoo.com

162-23 Effects of Ethical Leadership: A Meta-analysis
The effects of ethical leadership were examined using meta-analysis. Overall findings indicate that ethical leadership has a medium effect size, $\rho = 0.34$ (95% CI, 0.30, 0.38), across a variety of outcomes. However, significant variability was present, both in the population of effect sizes and across samples of data.
Junjie Su, University of Maryland College Park
Paul J. Hanges, University of Maryland
Submitted by Junjie Su, sujunjie@umd.edu

162-24 Examining The Relationship Between Subdimensions of Abusive Supervision and Self-Rating
This poster examined the relationship between subdimensions of abusive supervision and self-rated performance, and the moderation effect of negative affectivity. Findings indicate that active abusive supervision negatively and passive abusive supervision positively related to self-rated performance. Moreover, negative affectivity strengthened the relationship between passive abusive supervision and self-rated performance.
Chung-Yu Wang, National Chengchi University
Changya Hu, National Chengchi University
Submitted by Chung-Yu Wang, peterwangla519@gmail.com

162-25 The Role of Identity in Abusive Supervision–Job Performance Relationship
This research drew upon the identity approach and focused on the role of affective commitment and future work self salience (FWSS) in the abusive supervision–job performance relationship. Results of a 3-wave study demonstrated the mediating role of affective commitment and the moderating role of FWSS in this relationship.
Kun Yu, Peking University
Lei Wang, Peking University
Weipeng Lin, Nankai University
Jinging Ma, Michigan State University
Wengu Wei, Peking University
Submitted by Kun Yu, kyu@pku.edu.cn

162-26 The Leadership Pressure Paradox: Identifying Competing Pressures on Leaders
The volatile nature of organizations today creates pressure-filled situations for leaders to endure. The aim was to qualitatively explore scenarios in which leaders identified feeling pressure. Specifically, this poster sought to provide insight into the tensions leaders experience for leaders experiencing similar scenarios and to develop a taxonomy for future research.
Robert McKenna, Seattle Pacific University
Stephanie M. Osterdahl, Central Washington University
Jacob D. Redding, Seattle Pacific University
Deanna M. Haney, Nordstrom
Submitted by Deanna Haney, haneyd@spu.edu

162-27 Exploring Curvilinear Relationships Between Agreeableness and Effective Leadership Behavior
In an effort to understand why Agreeableness is a weak predictor of leadership effectiveness, this study examined the relationship at the subfacet level with specific predictions about curvilinear effects. Results indicate that moderate levels of tender mindedness and compliance are linked to effective leadership.
Kelley Arredondo, University of Akron
Andrea F. Snell, University of Akron
Submitted by Kelley Arredondo, ka54@zips.uakron.edu

163. Roundtable Discussion/Conversation Hr: 11:30 AM-12:20 PM
Grand I
And Baby Makes…? Global Best Practice in Family Leave
This roundtable/conversation hour’s objective is to discuss the possibility of a set of global best practices in employer sponsored family-leave policies.
Megan Connolly, Siota, Host
Natalie Dunn, Royal Dutch Shell, Host
Angela R. Grotto, Manhattan College, Host
Submitted by Megan Connolly, megan8connolly@yahoo.com
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  * Change in I-O’s mindset and toolset
  * Integrating assessments and talent management systems: evolving the discussion
  * Using self-set goals to compensate for low personal initiative (Poster)

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- **Boundaries Redrawn: Debunking Cultural Clusters with Local Assessment Data**
  Thursday, April 23, 12:00 PM, Room 407-409
  Levi Nieminen, Matt Christensen

- **Taking a positive approach to create leadership and organizational excellence**
  Thursday, April 23, 1:30 PM, Room Grand J
  Ia Ko

- **Where Does Workplace Design Fit in the I/O Tool Box?**
  Thursday, April 23, 3:30PM, Room Grand L
  Levi Nieminen

- **Private Equity: From ‘Cost-Cutting’ to ‘More Culture Please’**
  Thursday, April 23, 4:30 PM in Room 309-310
  Alice Wastag

- **New Perspectives on Global Leadership: Implicit Theories and Leader Effectiveness Session**
  Friday, April 24, 9:00 AM, Room 309-310
  Levi Nieminen, Lindsey Kotrba

- **How to Have IMPACT: Turning Survey Data Into Culture Change.**
  Friday, April 24, 5:00 PM, Room Grand K
  Alice Wastag

- **Insufficient Effort Responding: From Detection to Solution**
  Friday April 24, 1:30 PM in Room 309-310
  Levi Nieminen

- **Practical Recommendations for Enhancing Leadership Coaching**
  Saturday, April 25, 8:00 AM, Room Franklin 08
  Levi Nieminen

Please stop by our Booth #412 during expo hours throughout the conference.

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164. Debate: 12:00 PM-1:20 PM
302-304
The Role of Theory in Industrial/Organizational Psychology Research and Practice
Recently, there has been an increased, but controversial, emphasis on the role of theory in industrial/organizational psychology. In this session, 5 SIOP members will define what theory is and answer questions about theoretical contributions, good/bad theories, management versus psychological research, big data, atheoretical empirical findings, and implementing theories in organizations.
Jeffrey M. Cucina, U.S. Customs and Border Protection, Co-Chair
Jessica M. Nicklin, University of Hartford, Co-Chair
Jeffrey M. Cucina, U.S. Customs and Border Protection, Moderator
Neal M. Ashkanasy, University of Queensland, Presenter
Jose M. Cortina, George Mason University, Presenter
John E. Mathieu, University of Connecticut, Presenter
Michael A. McDaniel, Virginia Commonwealth University, Presenter
Submitted by Jeffrey Cucina, jcucina@gmail.com

165. Symposium/Forum: 12:00 PM-1:20 PM
305-306
Using Genes to Understand Work and Life? It Is Possible!
By introducing molecular genetics and organizational behavior, studies in this symposium demonstrate how specific genes are involved in regulating work experiences in leadership role occupancy, daily work engagement, turnover, and social network. Potential mechanisms and the role of environments are also examined.
Wen-Dong Li, Kansas State University, Chair
Wen-Dong Li, Kansas State University, Zhaoli Song, National University of Singapore, Nan Wang, National University of Singapore, Richard D. Arvey, National University of Singapore, Dat and Leadership Role Occupancy: Examining Dual Mediating Mechanisms
Zhaoli Song, National University of Singapore, Nan Wang, National University of Singapore, Christian Dormann, Ruhr-University Bochum, Martin Reuter, University of Bonn, DRD4 and Daily Work Engagement: Daily Supportive Environment as Moderator
Wei Chi, Thanghua University, Zhaoli Song, National University of Singapore, Wen-Dong Li, Kansas State University, Gene, Childhood Environment, and Turnover at Adulthood
Nan Wang, National University of Singapore, Ruolian Fang, National University of Singapore, Jayanth Narayanan, National University of Singapore, Serotonin Gene 5-HTTLPR and Social Network Formation
Stephen M. Colarelli, Central Michigan University, Discussant
Submitted by Zhaoli Song, bizszl@nus.edu.sg

166. Symposium/Forum: 12:00 PM-1:20 PM
309-310
Get What You Give: Research Advances in Cross-Cultural Feedback-Seeking Behavior
Knowing how feedback processes unfold at work is crucial to understanding the effectiveness of performance management within organizations. Feedback processes and feedback seeking in particular may contain more complexities for cross-cultural contexts. This symposium highlights recent research developments exploring how and why employees seek feedback using multiple international perspectives.
Joelle D. Elicker, University of Akron, Chair
Chantale Wilson, University of Akron, Co-Chair
Chantale Wilson, The University of Akron, Joelle D. Elicker, University of Akron, Reexamining Culture’s Influence on Feedback Seeking Using the Feedback Context
Mary Sully de Luque, Thunderbird School of Global Management, Melody L. Wollan, Eastern Illinois University, The Importance of Indirect Inquiry in Feedback-Seeking Strategies
Rana Moukarzel, Publix, Lisa A. Steelman, Florida Institute of Technology, Is

167. Symposium/Forum: 12:00 PM-1:20 PM
401-403
Investigating the Dynamic Role of Self-Regulation in the Resiliency Process
This symposium presents 4 studies investigating the incremental validity of self-regulation over trait-based models in the resiliency process. The studies include a quantitative and narrative analysis of the role of self-regulation in the military, in a sample of recent immigrants, and in a sample of fired executives.
Matthew J. W. Mclammon, University of Western Ontario, Co-Chair
Mitchell Rothstein, University of Western Ontario, Co-Chair
Russell A. Matthews, Bowling Green State University, Matthew J. W. Mclammon, University of Western Ontario, Jennifer Klafehn, U.S. Army Research Institute, Mitchell Rothstein, University of Western Ontario, The Role of Self-Regulation in the Resiliency of Military Personnel
Stelian Medianu, Western University, Mitchell Rothstein, University of Western Ontario, Kelly L. Kisinger, University of Western Ontario, Incremental Validity of Self-Regulation in Immigrants’ Job Search
Matthew J. W. Mclammon, University of Western Ontario, Joseph Oswald, Knightsbridge Human Capital Solutions, Mitchell Rothstein, University of Western Ontario, Giallian A. King, Holland Blooview Rehabilitation Hospital (Toronto), Self-Regulation During Career Transitions
Rima Tarraf, University of Western Ontario, Giallian A. King, Holland Blooview Rehabilitation Hospital (Toronto), Jennifer Klafehn, U.S. Army Research Institute, Matthew J. W. Mclammon, University of Western Ontario, The Nature of Challenging Cross-Cultural Military Experiences
Suzanne J. Peterson, Arizona State University, Discussant
Submitted by Matthew Mclammon, mmmclammon@uwo.ca

168. Community of Interest: 12:00 PM-1:20 PM
404
Using Big Data for Employment Decisions
Matthew J. Such, SHL, a CEB Company, Host
Nancy T. Tippins, CEB, Host
Christine E. Corbet, Right Management, Coordinator

169. Panel Discussion: 12:00 PM-1:20 PM
407-409
Bad Apples: Understanding the Multilevel Impact of Toxic Leadership
This session will provide a forum for understanding the detrimental and multilevel impact of toxic leaders, from detriments in team climate to reduced psychological well-being of targets. Panelists will provide insights into the conditions that give rise to toxic leaders and the actions needed to curtail such negative behavior.
Jessica A. Gallus, U.S. Army Research Institute, Co-Chair
Miliani Jimenez-Rodriguez, U.S. Army Research Institute, Co-Chair
Joseph Doty, Duke University, Panelist
Alice J. Garven, U.S. Army Research Institute, Panelist
Jeffrey Fenlason, U.S. Army, Panelist
John Schaubroeck, Michigan State University, Panelist
Submitted by Miliani Jimenez, miliani.jimenez@gmail.com

170. Symposium/Forum: 12:00 PM-1:20 PM
Franklin 08
Investigating Validities of Several Faking Measures Within Selection Contexts
Faking has been a major concern for organizations considering using noncognitive measures for selection. The conventional wisdom is that traditional social desirability scales do not work as faking measures and some new faking measures seem more promising. This symposium presents results of 3 studies that challenge the conventional view.
Jinyan Fan, Auburn University, Chair
Minghui Wang, Henan University, Lu Zheng, Auburn University, Guoxiang Zhao, Henan University, Yongxin Li, Henan University, Hui Meng, East China Normal University, How Strong Are Associations Between Faking Scores and
171. Friday Seminars: 12:00 PM-3:00 PM  3 CE Credits

Franklin 09
Friday Seminar: Longitudinal Data Analytic Techniques Using Latent Variables

**PREREGISTRATION AND ADDITIONAL FEE REQUIRED.** The primary objective of this structural equation modeling (SEM) seminar is to teach participants how to use the features within the Mplus software package to test longitudinal types of models including latent change score analyses and latent growth modeling. The instructor will provide the data and the syntax files used in the seminar.

Robert J. Vandenberg, University of Georgia, **Presenter**
Ning Li, The University of Iowa, **Coordinator**

Submitted by Ning Li, ning-li-1@uiowa.edu

172. Friday Seminars: 12:00 PM-3:00 PM  3 CE Credits

Franklin 10
Friday Seminar: Dark Triad and Socially Aversive Personality Traits in the Workplace

**PREREGISTRATION AND ADDITIONAL FEE REQUIRED.** This seminar reviews the Dark Triad personality traits and related psychological constructs addressing ethical judgment and behavior. Discussion topics include prediction of work outcomes such as job performance, citizenship behaviors, and workplace deviance, cultural and professional differences in ethics and moral philosophy, and legal issues in HR applications.

Ernest O'Boyle, University of Iowa, **Presenter**
Donelson Forsyth, University of Richmond, **Presenter**
Sang Eun Woo, Purdue University, **Coordinator**

Submitted by Sang Eun Woo, sewoo@psych.purdue.edu

173. Symposium/Forum: 12:00 PM-1:20 PM

Grand A
Applicant Reactions to Selection Procedures: New Developments and Prospects

Applicant reactions to selection procedures is a critical area of research with implications for applicants and organizations. This symposium brings together 5 papers that highlight new developments in this area, including the role of individual differences, technology, recruiter perceptions, interventions, and the effect of outcome favorability on consumer behavior.

Michael B. Harari, Florida Atlantic University, **Co-Chair**
Chockalingam Viswesvaran, Florida International University, **Co-Chair**
Julie M. McCarthy, University of Toronto, Tanya N. Bauer, Portland State University, Donald M. Truxillo, Portland State University, Michael C. Campion, University of South Carolina, Chad H. Van Iddekinge, Florida State University, Michael A. Campion, Purdue University, **An Intervention to Heighten Candidate Reactions: Leveraging Pre-Test Explanations**
Eva Derous, Ghent University, **It Takes Two To Test: Comparing Applicants and Recruiters’ Perceptions**
Michael C. Campion, University of South Carolina, Julie M. McCarthy, University of Toronto, **Job Applicant Retaliation: Do Selection Procedures Harm the Bottom Line?**
Sara M. Ahmed, Brunel University London, Neil R. Anderson, Brunel University, Ana Cristina Costa, Brunel University, **Applicant Reactions to Internet-Based Selection Procedures**
Michael B. Harari, Florida Atlantic University, Eyran Kraus, City of Miami, Chockalingam Viswesvaran, Florida International University, Craig D. Haas, **USA, Andrea Tirado, Florida International University, Trait Affectivity and Applicant Reactions: A Multivariate Field Study**

Submitted by Michael Harari, mharari@fau.edu

174. Alternative Session Type: 12:00 PM-1:20 PM

Grand B
Me-Search: How Life Experiences Can IGNITE Your Research

Modern I-O psychology generally emphasizes methods and analyses but rarely discusses the personal motivations for research. In this IG-NITE-style session, experts in the field will share stories about how their personal experiences have ignited their research agendas and provide new ways of thinking about I-O psychology research.

Cathleen Clerkin, Center for Creative Leadership, **Chair**
Kathi N. Miner, Texas A&M University, **Presenter**
William A. Gentry, Center for Creative Leadership, **Presenter**
Leanne E. Atwater, University of Houston, **Presenter**
Julian I. Bartling, Queen’s University, **Presenter**
Victoria L. Brescoll, Yale University, **Presenter**
Marian N. Ruderman, Center for Creative Leadership, **Presenter**
Stewart D. Friedman, University of Pennsylvania, **Presenter**
Katherine Giscombe, Catalyst, **Presenter**
Kristen P. Jones, Washington State University, **Presenter**

Submitted by Cathleen Clerkin, clerkink@ccf.org

175. Symposium/Forum: 12:00 PM-1:20 PM

Grand C
Emerging Talent Management Practices: Connecting HR Trends to I-O Research

The proliferation of talent management trends present opportunities for organizations to achieve talent objectives, but their value and defensibility may be unknown. This symposium examines emerging trends through the lens of I-O psychology. Presentations examine a range of trends including social media for selection, big data, and employee mindfulness programs.

Tracy Kantrowitz, CEB, **Chair**
Tracy Kantrowitz, CEB, **Talent Management Trends in Organizations: A Global HR Perspective**
Jack W. Stoughton, CEB | SHL, Courtney T. Van Overbergh, CEB, **Social Media in Selection: Different Pictures for Research and Practice**
Megan L. Huth, Google, **Good for Google? Evaluating Trends in HR**
Craig J. Russell, University of Oklahoma, **Discussant**

Submitted by Tracy Kantrowitz, tracy.kantrowitz@shl.com

176. Symposium/Forum: 12:00 PM-1:20 PM

Grand D
A Look Under the Hood of Media-Rich Recruitment Tools

This symposium features innovative examples of media-rich recruitment tools that blend modern technology with scientific grounding to achieve solutions for public and private sector clients. Presenters will discuss challenges encountered and strategic decisions made during development, their application of theoretical and/or methodological rigor, and the outcomes resulting from tool implementation.

Taylor E. Sparks, HumRRO, **Chair**
Taylor E. Sparks, HumRRO, Tracy Phillips, International Association of Chiefs of Police, Kim Kohlehepp, International Association of Chiefs of Police, **Discovering Policing With a Media-Rich Ride Along**
Allison Hollamby, CEB-UK, Hannah Abitt, CEB-UK, **Realistic Job Previews: Start as You Mean to Go On**
Shelly D. Butler, SRA International, William Walton, Forsh Marsh Group, LLC, Ben Porr, Federal Management Partners, Inc., **MyCareer@VA: The Science Behind the Site**
Lisa N. Littrell, Bank of America, Larisa Belau Niedle, Bank of America, Eric J. Sydell, SHAKER, Christie Brodbeck, SHAKER, **Media-Rich Candidate Recruitment and Selection at Bank of America**
Robert E. Gibby, IBM, **Discussant**

Submitted by Taylor Sparks, sparks.taylor@gmail.com
177. Symposium/Forum: 12:00 PM-1:20 PM

Grand J

Guanxi: Examining its Implications Across Conceptualizations, Cultures, Levels, and Outcomes

Over the past 3 decades, guanxi has emerged as a distinct and consequential concept in management research. Heeding calls from recent reviews, the 4 papers in this symposium showcase when and why guanxi can be good, bad, or controversial depending on conceptualizations, national culture, levels, and outcomes.

Tina Davidson, Ghent University, Co-Chair
Linn Van Dyne, Michigan State University, Co-Chair
Tina Davidson, Ghent University, Linn Van Dyne, Michigan State University, Too Attached to Speak Up?: Guanxi and Upward Constructive Voice
Ying Zheng, University of Illinois at Urbana-Champaign, Raymond Friedman, Vanderbilt University, Leader-Member Relationships in the U.S. and China: Multilevel Cross-Country Comparisons
Chao C. Chen, Rutgers University, Guanxi Practices in the Eye of the Universalistic-Particularistic Beholder

Ping Ping Fu, Chinese University of Hong Kong, Bilian Lin, The Chinese University of Hong Kong, Cong Sun, The Chinese University of Hong Kong, Qing Qu, Tsinghua University, Understanding Paternalistic Leadership Effectiveness through the Theoretical Lens of Guanxi
Chu-Hsiang Chang, Michigan State University, Discussant

Submitted by Tina Davidson, tina.davidson@vlerick.com

178. Panel Discussion: 12:00 PM-1:20 PM

Grand K

Attracting and Retaining Qualified Individuals With Disabilities: A Contemporary Update

There is heightened focus on efforts that organizations undertake to attract and retain qualified individuals with disabilities. Federal contractors must undertake targeted recruitment and measurement on the disabled talent pool. Employer, researcher and practitioner panelists will provide context for legal changes and share best practices to foster outreach and selection.

Joanna Colosimo, DCI Consulting Group, Inc., Co-Chair
Keil P. Wilson, DCI Consulting Group, Co-Chair
Eyal Grauer, Starbucks, Panelist
Arthur Gutman, Florida Institute of Technology, Panelist
Craig M. Reddock, CEB, Panelist
David B. Schmidt, Development Dimensions International (DDI), Panelist

Submitted by Keil Wilson, wilsonkp@gmail.com

179. Panel Discussion: 12:00 PM-1:20 PM

Grand L

Beyond High Potential Leadership Talent: The Management of High Professionals

The assessment and identification of high potential leadership talent has recently surfaced as an important talent management topic. Relatively speaking, less emphasis has been placed to employees who tend to develop deep expertise and specialize in certain functional areas. This session will discuss talent management issues related to high professionals.

Guangrong Dai, Korn Ferry, Chair
Sarah A. Brock, Johnson & Johnson, Panelist
George S. Hallenbeck, Center for Creative Leadership, Panelist
Roland Pepermans, Vrije Universiteit Brussel, Panelist
Kim Ruyle, Inventive Talent Consulting, LLC, Panelist
Vicki Swisher, Korn/Ferry International, Panelist

Submitted by Guangrong Dai, gdadai@hotmail.com

180. Panel Discussion: 12:00 PM-1:20 PM

Independence Ballroom

Selling Without Selling Out: The Art of Sales in I-O

This panel discussion will provide information and advice to current students and recent graduates regarding the sales aspects of practitioner roles. The discussion will address sales expectations for different types of practitioner roles, sales skills that are beneficial across situations, and advice from consultants on how to develop these skills.

Lauren N. Robertson, SHL, Chair
Lance Andrews, CEB, Panelist
Julianne Brown, Walmart, Panelist
Catherine S. Clause, Pfizer, Panelist
Bryan Pigott, IBM, Panelist
Adam Vassar, Quintela Group, Panelist

Submitted by Lauren Robertson, lauren.robertson@shl.com

181. Symposium/Forum: 12:00 PM-1:20 PM

Liberty AB

Team Processes and Emergent States: New Empirical and Theoretical Research

The papers in this symposium introduce recent work on team collective properties: including cultural metacognition, psychological ownership, organizing processes, and member familiarity. Theoretical and empirical research, with both qualitative and quantitative approaches, are included. In our discussion we will include both academic and practitioner relevance of this topic.

David L. Patient, Catholic University of Portugal-CLSBE, Chair
Ana Paula Giordano, Católica-Lisbon School of Business and Economics, Co-Chair
Christina Shelley, Scheller College of Business, Georgia Institute of Technology, Lucy L. Gilson, University of Connecticut, Creativity in Multicultural Teams: The Arc of Team Cultural Metacognition
Peter W. Seely, Georgia Institute of Technology, Leslie A. DeChurc, Georgia Institute of Technology, Stephen J. Zaccaro, George Mason University, Ruth Kanfer, Georgia Institute of Technology, The Sociomateriality of Teamwork Processes

Ana Paula Giordano, Católica-Lisbon School of Business and Economics, Ana Margarida Passos, ISCTE Business School, David L. Patient, Catholic University of Portugal-CLSBE, Francesco Squerra, Católica-Lisbon School of Business and Economics, Collective Psychological Ownership: Conceptual Structure and Relationship With Team Outcomes
Diana R. Sanchez, Colorado State University, Travis Maynard, Colorado State University, John E. Mathieu, University of Connecticut, Lucy L. Gilson, University of Connecticut, Matthew Dean, School of Business-University of Southern Maine, Familiarity and Information Elaboration and Performance in Global Virtual Teams

Paul E. Tesluk, SUNY at Buffalo, Discussant

Submitted by David Patient, dapati@ucp.pt

182. Panel Discussion: 12:00 PM-1:20 PM

Liberty C

Creating Scientist–Practitioners: I-O Programs Leveraging Corporate Advisory Boards

Structured collaboration between experienced I-O psychology practitioners and faculty members and students of I-O programs provides a straightforward and highly impactful way to “build better scientist–practitioners.” Examples of how I-O programs can benefit from corporate advisory boards will be highlighted in this interactive panel discussion.

Terri Shapiro, Hofstra University, Chair
Brian J. Ruggeberg, Aon Hewitt, Panelist
Madelyn Marino, American Express, Panelist
Cong Liu, Hofstra University, Panelist
Peter J. Rutigliano, Sirotta Consulting, Panelist
Comila Shahani-Denning, Hofstra University, Panelist
Kevin M. Dooley, Deutsche Bank, Panelist

Submitted by Terri Shapiro, terri.shapiro@hofstra.edu

183. Poster Session: 12:30 PM-1:20 PM

Franklin Hall

Inclusion/Diversity

183-1 Hiring the Formerly Incarcerated: Challenges Illustrated by Justification-Suppression Theory

Formerly incarcerated individuals experience difficulty when reentering society, including finding reliable employment. Despite plentiful research on prisoner reentry, less is known about discrimination in the hiring process. This study provides evidence for the justification-suppression model, which reveals the presence of discrimination even in the absence


of expressed prejudice.
Eric J. Cazares, California State University, San Bernardino
Mark D. Agars, California State University, San Bernardino
Hio Tong Kuan, California State University, San Bernardino
Lunder Vansa, California State University, San Bernardino
Erika Sanchez, California State University, San Bernardino
Ryan E. Wolf, California Baptist University

Submitted by Mark Agars, magars@csusb.edu

183-2 Demographic Similarity, Employee Engagement and Business Performance
The impact of demographic similarity on engagement and performance is examined. Results show Hispanic managers are more engaged and have higher customer service when managing a mostly Hispanic team. White store managers have higher sales when managing a mostly non-White team. Engagement did not mediate the demographic similarity–business performance relationship.
Lynn Beer, Kansas State University
Jasmine N. Snyder, Payless ShoeSource

Submitted by Lynn Beer, lmbeer@ksu.edu

183-3 Employment Barriers for Individuals With Physical Disabilities: An Interactionist Perspective
Individuals with physical disabilities experience barriers to employment. Consequently, they report less profitable and satisfying professional lives than their able-bodied counterparts. The purpose of this paper is to classify the barriers to employment according to the definition of disability provided by the World Health Organization International Classification of Functioning.
Silvia Bonaccio, University of Ottawa
Catherine E. Connelly, McMaster University
Ian R. Gellaty, University of Alberta
Kathleen Martin Ginis, McMaster University

Submitted by Silvia Bonaccio, bonaccio@lelper.uottawa.ca

183-4 How the Experience of Ambient Sexism Impacts Observers
This study explored the impact of ambient sexism on observers. As predicted, gender moderated the relationship between ambient sexism and state performance self-esteem. Women observing hostile sexism directed at another woman had significantly lower performance self-esteem relative to male observers. In turn, lower performance-based self-esteem predicted lower career aspirations.
Jill C. Bradley-Geist, University of Colorado at Colorado Springs
Ivy Rivera, California State University, Fresno
Susan D. Geringer, California State University, Fresno

Submitted by Jill Bradley-Geist, jill Bradley-Geist@uccs.edu

183-5 Effects of Threatening Educational Environments on Women's Success in STEM
This study tested a model of threatening educational environments to account for the underrepresentation of women in science, technology, engineering, and mathematics (STEM) fields. High sensitivity to gender-based rejection and negative campus climate predicted perceiving academic experiences as threatening rather than challenging, which predicted greater disengagement from STEM domains.
Kristina Linden, University of Missouri-St. Louis
Julie Klein, University of Missouri-St. Louis
Emily A. Ingalls, University of Missouri-St. Louis
Bettina J. Casad, University of Missouri-St. Louis

Submitted by Bettina Casad, casadbj@umsl.edu

183-6 Racial Differences in Performance–Pay Relationships: The Role of Diversity Climate
This study examined whether the sales performance–pay relationship varied due to employee race-ethnicity and store-unit diversity climate. Results from 14,185 sales workers from 765 store units indicated that the performance–pay linkage was strongest for Whites (Blacks and Hispanics) in stores with less supportive (more supportive) diversity climates.
Yan Chen, Rutgers University
Ingrid Smiteley Fulmer, Rutgers University
Patrick F. McKay, Rutgers University
Derek R. Avery, Temple University
Submitted by Yan Chen, chenyan0716@gmail.com

183-7 The Impact of Pay on Faultline Salience
This paper explores the relationship between pay and faultline(s)—hypothetical dividing lines between demographic subgroups that split the workgroup—salience. It is proposed that when differences between subgroup pay correspond with faultlines, it magnifies faultline salience. The effects of six combinations of pay level (amount) and between subgroup pay dispersion (variation) are discussed.
Ormonde R. Cragun, University of South Carolina
Sherry M. B. Thatcher, University of South Carolina
Anthony J. Nyberg, University of South Carolina

Submitted by Ormonde Cragun, ormonde.cragun@grad.moore.sc.edu

183-8 Psychological Predictors of Cultural Diversity Support at Work in Europe
Using Ajzen's theory of planned behavior, individual intentions and behavior to promote cultural diversity at work in a European context were predicted, for both managers and employees. With an increasingly diverse workforce, this study adds to our understanding of psychological reactions to cultural diversity measures at work.
Annemarie Hiemstra, Erasmus University Rotterdam
Eva Derous, Ghent University
Marise Ph. Born, Erasmus University Rotterdam

Submitted by Eva Derous, eva.derous@ugent.be

183-9 Measurement Equivalence in Ethnic Harassment Across Minority and Majority Groups
This study sought to determine if the Ethnic Harassment Experiences scale demonstrates measurement equivalence across majority and minority members. Results in 2 samples supported measurement equivalence across race. Factor mean equivalence was also found, indicating similar latent levels of ethnic harassment in minorities and nonminorities. Implications are discussed.
Lindsay Y. Dhanani, University of Central Florida
Amanda M. Wolcott, University of Central Florida
Dana Joseph, University of Central Florida

Submitted by Lindsay Dhanani, ldyhanani@knights.ucf.edu

183-10 Motivation to Perpetuate Sexual Orientation Microaggressions in the Workplace
This paper suggests a theoretical framework for understanding how microaggressions (i.e., sexually-oriented forms of prejudice) may spread throughout the workplace.
Brandon A. Johnson, Auburn University
Submitted by Brandon Johnson, baj0013@auburn.edu

183-11 State of Mind and Attitudes towards Disabled Employees
People with disabilities face physical or psychological challenges as well as discriminatory attitudes and practices. The influence of state of mind on attitudes towards disabled employees was examined. More positive attitudes were associated with the other-mastery or other-sympathy states (vs self-mastery or self-sympathy). Effect size was estimated as large.
Michael A. Knot, Louisiana Tech University
Mitzi Desselies, Louisiana Tech University

Submitted by Michael Knot, mikaaknot@gmail.com

183-12 Is Incivility Selective? A Meta-Analytic Test of Selective Incivility Theory
This meta-analysis explores whether people in the protected groups of age, race, and sex experience different levels of incivility. Overall meta-analytic corrected correlations suggest that protected groups are not experiencing incivility at different rates; however, large credibility intervals suggest the presence of moderators. Practical and theoretical implications are discussed.
Laura C. Lomeli, Walmart
Amber L Smittick, Hogan Assessments

Submitted by Laura Lomeli, lauraclomeli@gmail.com

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Laura C. Lomeli, Walmart
Amber L Smittick, Hogan Assessments

Submitted by Laura Lomeli, lauraclomeli@gmail.com
183-13 Stereotypes, Job Social Status, and the Double Bind of Disability
Processes affecting employment outcomes for persons with disabilities remain unexplored. Extending theory, factors underlying these outcomes for persons with psychological or ambulatory disabilities and nondisabled individuals were examined. Moderated mediation tests suggested stereotyped perceptions create double binds for applicants with psychological disabilities, with important implications for theory and practice.
Martine C. Macualaitis, Baruch College, City University of New York
Karen S. Lyness, Baruch College, City University of New York
Submitted by Martine Macualaitis, martinemac2000@aol.com

183-14 Evaluations of Veteran Applicants: The Usefulness of Identity Management Strategies
Military veterans seeking jobs face challenges in obtaining employment such as countering negative stereotypes about qualifications. Veteran applicants are evaluated more positively when they acknowledge their veteran status than when they do not, in part because of the heroism and patriotism ascribed to them. Implications for job-seeking veterans are discussed.
Marissa Mann, Michigan State University
Ann Marie Ryan, Michigan State University
Abdifatah A. Ali, Michigan State University
Submitted by Marissa Mann, marissam1992@gmail.com

183-15 To Tell or Not? Disability Disclosure Decisions and Outcomes
In a multilevel study of 1,441 persons with disabilities (PWDs) nested in 518 departments of a federal agency, factors impacting employees’ decisions to disclose their disabilities are explored. This poster further investigates whether formal/informal disclosure leads to negative outcomes and whether inclusive climates can provide a potential buffer of these effects.
Kristie L. McaLpine, Cornell University
Lisa H. Nishi, Cornell University
Susanne M. Bruyere, Cornell University
Submitted by Kristie McAlpine, klm325@cornell.edu

183-16 Weight Discrimination via SNS: Perceptions of Overweight Applicants’ Facebook Profiles
Hiring tasks that included Facebook profiles were used to test the effects of moral credentials, applicant gender, and applicant healthy behaviors on weight prejudice and discrimination. Moral credentials and gender had no effect. However, whether profiles showed an applicant engaged in healthy or unhealthy behaviors did have an effect.
Bridget C. McHugh, University of Central Florida
Dana Joseph, University of Central Florida
Submitted by Bridget McHugh, mchugh.bridget@gmail.com

183-17 Stereotypicality and Gender Effects on Hispanic Hireability
Based on multiple categorization and interpersonal discrimination theories, this poster examined the interaction between stereotypicality (e.g., based on skin-tone, facial features, and names) and gender on Hispanic hireability. Even though the hypotheses were only partially confirmed, data provide important insights into attitudes toward women and Hispanic workers.
Carlos Moreno, Rice University
Fernanda Gonzales-Blanco, Rice University
Katharine R. O’Brien, Rice University
Michelle (Mikki) Hebl, Rice University
Submitted by Carlos Moreno, carlos.moreno316@gmail.com

183-18 Perceptions of Age-Friendly Work Environments
An age-friendly work environment is defined based on the studies of age-friendly communities. A newly developed scale consisted of factors addressing age salience, collegiality, and managerial support. Employee perception of age-friendly work environments is related to organization engagement, satisfaction, stress, and turnover intentions but not job engagement.
Alysha Noorani, Eastern Kentucky University
Yoshie Nakai, Eastern Kentucky University
Submitted by Alysha Noorani, alysha.noorani@me.com

183-19 Now and Then: A Longitudinal Study of College Women Leaders
Using life course theory, this poster examined the career aspirations and achievement orientations of women college student leaders from 1985 on their occupational success and satisfaction 28 years later. Orientations towards achievement and higher career aspirations in college were found to significantly predict later life career outcomes. Implications will be discussed.
Lynn R. Offermann, George Washington University
Lindsey N. Smith, George Washington University
Kaitlin R. Thomas, George Washington University
Submitted by Lynn Offermann, lro@gwu.edu

183-20 Impact of Feminist Identity Management on Selection for Leadership Positions
Role and gender congruence theory suggests that identifying as a feminist influence evaluations for female candidates applying to leadership positions. The interactive effects of feminist identity and occupation gender composition on evaluations were examined. Findings indicated that the gender composition of the field affected hiring evaluations of identified feminist candidates.
Emily A. Pacic, Michigan State University
Ann Marie Ryan, Michigan State University
Submitted by Emily Pacic, pacicemi@msu.edu

183-21 A Little Help? Obesity Discrimination in Helping Behavior
Confederates in a field study solicited help from others on a college campus, with weight (through prosthetics) and stereotyping cue (those that justify or suppress discrimination) manipulated. Obese individuals were helped less often and treated less politely than nonobese individuals; however, those obese individuals who challenged stereotypes experienced less discrimination.
Jason G. Randall, Rice University
Christina U. Zimmer, Rice University
Katharine R. O’Brien, Rice University
Anton J. Villado, Rice University
Michelle (Mikki) Hebl, Rice University
Submitted by Jason Randall, jason.randall@rice.edu

183-22 A Survivor’s Guide to Age Discrimination
A survey of 227 workers age 50+ showed that 53% perceived workplace age discrimination. They reported more discrimination when low in core self-evaluations, worked in entry-level jobs, and had younger supervisors. Respondents noted that skill building to enhance perceived competence was more effective than trying to appear youthful.
Michael D. Reeves, SHAKER
Barbara A. Fritzshe, University of Central Florida
Lindsay Y. Dhanani, University of Central Florida
Justin Marcus, Ozzyegin University
Submitted by Michael Reeves, mikereevse@gmail.com

183-23 Stigma Disclosure Outcomes and Boundary Conditions: A Meta-Analysis
This poster provides the first meta-analysis of the relation between stigma disclosure and interpersonal/intrapersonal outcomes in work and life contexts. Results reveal the boundary conditions that facilitate the positive outcomes of disclosure. Specifically, disclosures are more positive for stigmas that are invisible and/or perceived to be uncontrollable, especially in recent years.
Isaac E. Sabat, George Mason University
Alex P. Lindsey, George Mason University
Carolyn J. Winslow, George Mason University
Eden B. King, George Mason University
Kristen P. Jones, Washington State University
Ashley A. Membere, George Mason University
Nicholas A. Smith, The Pennsylvania State University
Dave Arena, George Mason University
Submitted by Isaac Sabat, isabat@gmu.edu

183-24 Gendered Stereotypes of Gay Male and Lesbian Leaders
People often hold beliefs as to how they expect gender and sexual orientation minorities to behave, as well as expectations about leaders. This study found that gay male leaders were perceived as similar to het-
erosexual female leaders, and lesbian leaders were perceived as similar to heterosexual male leaders.
Nicholas P. Salter, Ramapo College of New Jersey
Kimberly K. Halloran, Ramapo College of New Jersey
Christian T. Lucca, Ramapo College of New Jersey
Taja Estrada, Ramapo College of New Jersey
Submitted by Nicholas Salter, nsalter@ramapo.edu

183-25 State Paranoia at Work: Empirically Examining Transgender Employees’ Work Experiences
Despite a wealth of research on gender in the workplace, the work experiences of transgender employees are underexplored. Given organizations may be threatening environments to transgender individuals, this poster examined state paranoid cognitions among 165 transgender workers. Results suggest paranoid cognition mediates links between perceived discrimination and job attitudes and wellbeing.
Christian N. Thoroughgood, Northeastern University
Katina Sawyer, Villanova University
Jennica R. Webster, Marquette University
Larry R. Martinez, The Pennsylvania State University
Submitted by Katina Sawyer, katina.sawyer@villanova.edu

183-26 Perceptions of Female leaders: Effects of Race and Body Size
This study examined perceptions of female leaders based on race (Black/White) and body size (healthy/obese). Respondents (n = 222) viewed a description of a leader and a photo that varied by race and size. Trait ratings were highest for the obese Black leader but global effectiveness ratings favored both healthy candidates.
Katherine A. Siler, pan-Performance Assessment Network
Megan Redhead, Indiana University-Purdue University India
Erin M. Crask, pan-Performance Assessment Network
Submitted by Katherine Siler, katherinesliter@gmail.com

183-27 When Resources Are Scarce, Older Workers Are Penalized
Older workers may experience ageism at work. Three laboratory experiments were conducted to examine why this is so. Results from job application, training course application, and bonus allocation contexts confirmed the prediction: when resources are scarce, older people are penalized for accessing those resources but not when resources are plentiful.
Aaron S. Wallen, Columbia University, Graduate School of Business
Cameron G. McClure, Columbia University, Graduate School of Business
Submitted by Aaron Wallen, aw2328@columbia.edu

183-28 Effects of Supervisory Inclusion Behavior on Subordinate Diversity Citizenship Behavior
This poster examined the role of supervisors and organizational justice in promoting subordinates’ discretionary, prodiversity behaviors. Specifically, it was hypothesized that supervisory inclusion behavior positively influences subordinate diversity citizenship behaviors and that organizational justice moderates this relationship. Results on data collected from 2 samples of Department of Defense personnel supported the hypotheses.
L. A. Witt, University of Houston
Laura E. Clark, University of Houston
Sonya M. Stokes, University of Texas at El Paso
Zachary M. Roberts, University of Houston
Olivia Childers, University of Houston
Amara L. Palmer, University of Houston
Tiffany M. Bissbey, University of Houston
Allison Boyes, University of Houston
Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)
Loring J. Crepeau, Dense Equal Opportunity Management Institute (DEOMI)
Lawrence Roth, St. Cloud State University
Kori Gallison, University of Alaska-Anchora
Submitted by L. Witt, witt@uh.edu

183-29 Gendering Voice: The Role of Public Esteem and Composition
This work connects gender, voice, self-esteem, and social identity research to examine the individual and organizational factors that contribute to the prediction of voice behavior. Both the main and interactive effects of these variables are used to clarify previous contradictory findings and present novel implications for research and practice.
Danielle D. King, Michigan State University
Emily A. Pacic, Michigan State University
Ann Marie Ryan, Michigan State University
Submitted by Danielle King, kingda11@msu.edu

183-30 Hispanics’ Interactions With Supervisors: Implications for Interpersonal Justice
The justice implications of managing a workforce comprised of more minorities than ever before, with a particular focus on Hispanics, was investigated. Results suggest that subtle forms of racism, called micro-aggressions, hurt perceptions of fairness enacted by supervisors (i.e. interpersonal justice) but only if subordinates do not trust their supervisor.
Haley Myers, University of North Carolina at Charlotte
Linda R. Shanock, University of North Carolina at Charlotte
Eric D. Heggestad, University of North Carolina at Charlotte
Shawn Long, University of North Carolina at Charlotte
Zoa M. Ondofiez, University of North Carolina at Charlotte
Submitted by Haley Myers, hmyers11@unc.edu

184. Roundtable Discussion/Conversation Hr: 12:30 PM-1:20 PM
Grand I
Organizational Climate and the Experience of Diverse Employees
The purpose of this roundtable/conversation hour is to bring together researchers and practitioners interested in the experience of nondominant/diverse groups in organizations. Specifically, the impact of organizational culture on the careers, advancement and inclusion of women, LGBTQ individuals, racial/ethnic minorities, nonnative employees and other nondominant groups will be covered.
Priyanka Mitra, Graduate Center, Baruch College, CUNY, Host
Aarti Shyamsunder, Catalyst, Host
Submitted by Priyanka Mitra, pmitra@gc.cuny.edu

185. Symposium/Forum: 1:30 PM-2:50 PM
302-304
High-Fidelity Simulations: Refining Leader Assessment and Leadership Development
Leaders need to be preparing for more complex, diverse and business centric environments. High-fidelity simulations are a key concept to make the development experience more effective and the assessment more job specific. The practitioners in this symposium will present high fidelity strategies to assess and develop today’s leaders.
Lynn Collins, BTS, Chair
Patrick Gavan O’Shea, Human Resources Research Organization, Identifying Leadership Potential Through High-Fidelity Simulations
Rich Dapra, BTS, Sandra Hartog, BTS, Merging High-Fidelity Business Simulation, Assessment Center and Virtual Technology
Steven C. Hardesty, Assess Systems, From Pencils to iPads and Skype: 21st Century Assessment Centers
Jurgen Bank, BTS, Case Study: Multimethod First-Level Leader Assessment Using High-Fidelity Simulations
Submitted by Jurgen Bank, jurgen.bank@bts.com

186. Symposium/Forum: 1:30 PM-2:50 PM
305-306
Putting the “e” in Efficacy: Understanding Technology-Related Efficacy Judgments
Technology skills are essential to nearly all jobs, yet I-O psychology has had only a minor role in understanding how technology-related efficacy judgments are formed and what their effects might be. This session’s papers explore the concept of efficacy through a technology lens, spanning multiple levels and research domains.
Peter P. Yu, Baruch College & Graduate Center, CUNY, Co-Chair
Tara S. Behrend, George Washington University, Co-Chair
Garet N. Howardson, George Washington University, Samuel E. Kaminsky, George Washington University, Ryan Horn, George Washington University, Jon C. Willford, George Washington University, Tara S. Behrend, George Washington University, Construct Validity of Computer Self-Efficacy Measures
Samuel E. Kaminsky, George Washington University, An Ecologically Valid
Leadership Pipeline Development: The State of the Art in 2015

Although many organizations continue to make having effective leadership pipeline development programs a top priority, few best practice guides have been published in this area in recent years. This panel will explore what changes have (and have not) occurred in this area since the “Great Recession.”

Michael Hepperlen, MDA Leadership Consulting, Chair
Anne Gotte, General Mills, Inc., Panelist

Megan K. Leasher, Macy’s, Inc., Panelist
Sharon Sackett, MDA Leadership Consulting, Panelist
Nancy Zhang, Mobley Group Pacific Ltd., Panelist

Submitted by Michael Hepperlen, mhepperlen@mdaleadership.com

191. Symposium/Forum: 1:30 PM-2:50 PM
Franklin 08
Workplace Affect: Dynamic and Multilevel Effects in Organizations

One important challenge in research on affect in organizations is the fact that affect is dynamic and quickly reacts to task demands and social interactions. This symposium discusses new approaches for assessing, modeling, and understanding changes in affect and correlates of affect over time and across organizational levels.

Jonas W. B. Lang, Gent University, Chair
Ute R. Hulsheger, Maastricht University, Co-Chair
Christian Dormann, Ruhr-University Bochum, Long-Term Strain Develops Via Increases in Stress Responses Across 24 Hour Cycles
Ute R. Hulsheger, Maastricht University, Jonas W. B. Lang, Gent University, Diurnal Rhythms in Workday Affect
Ronald Bledow, Singapore Management University, Jana Kühnel, University of Ulm, Preoccupation and Performance: When a Weakness Turns Into a Strength
Jonas W. B. Lang, Gent University, Paul D. Bliese, University of South Carolina, Alex de Voogt, American Museum of Natural History, Ute R. Hulsheger, Maastricht University, Affect Contagion in Groups: Modeling Emergence and Leader Centrality
Anthony C. Hood, University of Alabama, Daniel G. Bachrach, University of Alabama, Suzanne Zivnuska, California State University, Elliot Bendoly, The Ohio State University, Affect, Psychological Safety, and TMS in Groups

Submitted by Jonas Lang, jonas.lang@ugent.be

192. Poster Session: 1:30 PM-2:20 PM
Franklin Hall
Staffing

192-1 Checking Criminal Records: Crime and Job Type Affect Employment Judgments
This study examines how characteristics of the crime and job impact judgments of job-relatedness of criminal records in hiring decisions. Time since conviction, crime, and job type interacted to affect raters’ subjective judgments of criminal record relevancy. Findings are discussed within the legal context of Title VII and EEOC guidelines.

Abdifatah A. Ali, Michigan State University
Brent J. Lyons, Simon Fraser University
Ann Marie Ryan, Michigan State University
Submitted by Abdifatah Ali, abdialia04@gmail.com

192-2 Does Resume Format Affect Accuracy of Personality Judgments?
An experimental study into recruiters’ personality inferences based on resume screening shows that resume format characteristics (paper vs. audio vs. video résumé) do not impact recruiters’ accuracy of personality inferences about an applicant. Recruiter characteristics do affect accuracy with higher similarity/vocal attraction resulting into less accurate ratings.

Catherine Apers, Gent University
Eva Derous, Gent University
Submitted by Catherine Apers, catherine.apers@ugent.be

192-3 Individual Difference Determinants of Applicant Withdrawal From Cognitive Ability Assessments
This study examined individual differences as determinants of withdrawal from Internet-based cognitive ability assessments. Findings indicate that individual differences are not significant predictors of applicant withdrawal. These findings are promising and suggest that contextual factors may be more important determinants of applicant withdrawal.

Nikki Blacksmith, George Washington University
Samuel E. Kaminsky, George Washington University
Michael N. Karim, George Washington University
Tara S. Behrend, George Washington University

Submitted by Nikki Blacksmith, nikkiblacksmith@gmail.com
192-4 Technology Mediation Lowers Interview Ratings and Applicant Reactions: A Meta-Analysis
Organizations are increasingly using technology to conduct employment interviews. However, little is known about how this may affect candidate behavior and subsequent interviewer ratings. A meta-analysis was conducted to comprehensively understand the effects of technology mediation. Results indicated interview ratings and applicants reactions are lower in technology-mediated interviews.

Nikki Blacksmith, George Washington University
Jon C. Willford, George Washington University
Tara S. Behrend, George Washington University
Submitted by Nikki Blacksmith, nikkiblacksmith@gmail.com

192-5 African-American Female Applicants: Potential Hiring Bias Against “Natural” Hair
Drawing on double jeopardy and intersectional invisibility theories, this study investigates how natural hairstyles will influence evaluations of African-American female job candidates applying for agentic versus communal job descriptions. Findings indicate an interaction for the braids hairstyle where participants rated the candidate higher for the agentic description.

Courtney M. Bryant, Tuskegee University
Ann Marie Ryan, Michigan State University
Christine M. Y. Kemond, Michigan State University
Submitted by Courtney Bryant, bryantcourtneyym@gmail.com

192-6 The Effects of Female Nonverbal Flirting on Male Interviewer Impressions
A 2x2 between-subjects video study was conducted with 80 male university students to investigate the effects of nonverbal female flirting and CV qualifications on male interviewer impressions. Results suggest that nonverbal flirting influences male evaluations and may be beneficial for women with high qualifications but not basic qualifications.

Celia Chui, University of Lausanne
Rebekka S. Steiner, University of Lausanne
Submitted by Celia Chui, celia.chui@unil.ch

192-7 Testing the Middle Initials Effect on Employability Ratings
This poster demonstrated that a writing sample ostensibly submitted by a job candidate received better ratings when attributed to an author with middle initials than without. This effect was mediated by status attributions to the author but was moderated by race: Middle initials had no effect for stereotypically African-American names.

Gordon M. Sayre, The College of New Jersey
Jason Dahling, The College of New Jersey
Eric Igou, University of Limerick
Wijnand Van Tilburg, University of Southampton
Submitted by Jason Dahling, dahling@tcnj.edu

192-8 The Influence of Instrumental and Symbolic Attributes on Applying Behavior
Early recruitment strategies result in higher-quality applicant pools. These strategies rely on limited information techniques—like job advertisements—to capture applicant attention. Using the instrumental-symbolic attributes framework, frequency of information types in job ads predicted actual job-seeker applying behavior underscoring the importance of instrumental and symbolic information for applicant attraction.

Timothy Hwang, University of Connecticut
Anna K. Young, University of Connecticut
Dev K. Dalal, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut
David Bernstein, eQuest
Submitted by Dev Dalal, dev.dalal@uconn.edu

192-9 Faking Warnings for Job Applicants and Resulting Criterion-Related Validities
Fan et al. and Ellingson et al. (2012) used test–warning–retest procedures to examine whether personality scores gathered after a faking warning would resemble scores under honest conditions, and yet criterion-related validity remained unexamined. This poster extends their work by examining the effect of faking warnings on the criterion-related validity of personality.

Mark N. Bing, University of Mississippi
Juan Benavidez, TeleTech Inc.
Tommie Mobbs, TeleTech Holdings
Kristl Davison, University of Mississippi
Submitted by Kristl Davison, kdalavin@bus.olemiss.edu

192-10 Implicit Age Cues in Resumés: Subtle Effects on Hiring Discrimination
Because of discriminatory age effects, it is suggested to leave-out explicit age cues from resumés. A field experiment (610 managers) showed that managers infer age from other, more implicit age-related information in resumés. This older age effect depended also on managers’ own age; no support for age-related stereotypes was found.

Eva Derous, Ghent University
Jeroen Decoster, Ghent University
Submitted by Eva Derous, eva.derous@ugent.be

192-11 Eye-Candy Effect of Physical Attractiveness on Performance-Based Hiring Decision Making
This poster examined the effects of physical attractiveness and interview performance on hiring decision making. Results indicate that being beautiful hurts when attractive applicants fail to live up to interviewers’ expectation evoked by applicants’ appearance. And this negative effect of attractiveness, Eye-Candy effect, is moderated by perceived sex-type consistency.

Xiao Han, Renmin University of China
Yingwu Li, Renmin University of China
Zhou Yu, Renmin University of China
Submitted by Xiao Han, mailhanxiao@163.com

192-12 Biodata Assessment: A Validation and Recommendation for Organizational Settings
This validation effort focused on a biodata assessment utilized by a large multinational organization in the screening of candidates for frontline positions in the United States. Results demonstrated the predictability of the assessment on key organizational outcomes: turnover, safety, and worker’s compensation claims cost.

Marianna Horn, Auburn University
Julia Bayless, Sodexo, Inc.
Submitted by Mariana Horn, hom.marianna@gmail.com

192-13 Effects of Strategy Perceptions on Job-Seeker Strategy Use
Choices to use particular job-seeking strategies should depend on perceptions of those strategies. Using 691 job-seekers, this poster examined the types of perceptions that relate to strategy use, finding 9 dimensions to be unique predictors of motivation and effort. These relationships were generally consistent across strategy types.

Michael Horvath, Cleveland State University
Submitted by Michael Horvath, m.horvath59@csuohio.edu

192-14 What Matters in the Test Environment
This study examined the impact of test environment on applicant perceptions, test performance, and validity. The results indicated that test performance and validity were relatively unaffected by test environment, but some applicant reactions were less favorable in the unproctored setting. The findings further support for the value of UIT.

Laurie E. Wasco, Select International
Amie D. Lawrence, Select International, Inc.
Matthew S. O’Connell, Select International, Inc.
Submitted by Amie Lawrence, lawrence@selectintl.com

192-15 Moods, Self-Efficacy, and Interview Strategies: Carry-Over Effects in Interviews
This study examines how applicant perceptions of their performance in initial interviews influence self-efficacy and moods before subsequent interviews and subsequent interview strategies. Results show that self-rated performance was associated with moods. Self-efficacy and positive aroused moods were associated with approach interview strategies, which were positively related to interviewer-rated performance.

Yihao Liu, University of Florida
192-16 How a Crisis Impacts an Organization's Image and Recruitment Outcomes
Organizational image is a key predictor of numerous recruitment variables. When an organization endures negative events or crises, their image can suffer. This study examines the effects of post crisis organizational image on various recruitment outcomes and offers empirically based suggestions to organizations that are seeking to repair their image.
Zachary J. Steiner, Luther Consulting
Steven G. Manning, Colorado State University
Samantha A. Stelman, Colorado State University
Zinta S. Byrne, Colorado State University
Submitted by Steven Manning, steve.manning@colostate.edu

192-17 Media Richness and Attraction: Personality Affects Attraction to Virtual Jobs
The effects of personality on attraction to jobs that varied in media richness (e.g., face-to-face interaction or virtual interaction) were examined using a policy capturing design. Results demonstrated that extraverted and agreeable individuals are attracted more to media rich jobs, whereas neurotic individuals are attracted to less media rich jobs.
Bridget C. McHugh, University of Central Florida
Dana Joseph, University of Central Florida
Submitted by Bridget McHugh, mchugh.bridget@gmail.com

192-18 Applicant Reactions to Employers' Requests to Access Their Facebook Pages
Despite increased use of social networking sites in hiring, little research has examined how this practice impacts applicant perceptions of organizations. It was found that more invasive employer requests to access applicant’s Facebook pages in the hiring process decreased applicant organization's. It was found that more invasive employer requests to access Facebook pages in the hiring process decreased applicant perceptions of organizational justice, organizational attractiveness, and job pursuit intention.
Tess Menzies, Southern Illinois University
Lynn K. Bartels, Southern Illinois Univ-Evansville
Submitted by Tess Menzies, tess.menzies@gmail.com

192-19 Employer Branding In Public Services: An Identity Based Instrument
This study describes the development of an identity-based employer branding (iEB) instrument for public services. Using factor analysis and multidimensional scaling, Strebe’s (2010) utility functions was projected on 2 bipolar dimensions of an identity-based employer branding approach grounded on organizational values. The resulting model has implications for employer branding practice.
Christopher Klanke, University of Osnabrück
Tammo Straatmann, University of Mannheim-Germany
Regina Kempen, University of Osnabrück
Karsten Mueller, University of Osnabrück
Svenja Schumacher, University of Osnabrück
Submitted by Karsten Mueller, karsten.mueller@uni-osnabrueck.de

192-20 Employee Selection: Implications of Self-Promotion, Immigrant Status, and Vacancy Length
Organizations strive to attract, select, and retain employee talent to remain competitive in today’s global market. This study investigated the impact that self-promotion tactics, immigrant status, and length of time to fill a job vacancy have on employee selection. Findings suggest that these 3 factors impact the selection process.
Katie L. Nablock, State University of New York, Buffalo
Patricia A. Oswald, Iona College
Submitted by Katie Nablock, katie.nablock@buffalo.edu

192-21 Effects of Spelling Errors and E-Mail Addresses in Résumé Screening
This study examined the effects of two résumé characteristics, spelling errors and the use of an informal e-mail address, on the hirability perceptions formed by recruiters (N = 73). Both characteristics influenced hirability perceptions. These relationships were mediated by perceptions of personality and cognitive ability.
Janneke K. Oostrom, VU University Amsterdam
Marlies Van Toorenburg, VU University Amsterdam
Thomas V Pollet, VU University Amsterdam
Submitted by Janneke Oostrom, j.k.oostrom@vu.nl

192-22 Investigating the Black Box of Vocational Interests Using Affect
To better capture the experience of vocational interest, it was measured using affect across 2 studies. Results suggest that vocational interests, (a) can be captured by affect, (b) have different emotions underlying the experience, and (c) might be evaluated with both approach and avoidance processes—contrary to present understanding.
Wei Ming Jonathan Phan, University of Illinois at Urbana-Champaign
James Rounds, University of Illinois at Urbana-Champaign
Submitted by Jonathan Phan, wphan2@illinois.edu

192-23 The Role of Self-Focused Attention in Interview Anxiety
Interview anxiety refers to nerves experienced before or during the job interview; it is an unpleasant experience and is related to lower interview performance. This study looked at the relation between interview anxiety and self-focused attention and examined strategies, based in the social anxiety literature, for reducing interview anxiety.
Amanda R. Feiler, University of Guelph
Deborah M. Powell, University of Guelph
Submitted by Deborah Powell, dpowell@uoguelph.ca

192-24 When the Cowboy Killer Becomes an Employment Opportunity Killer
This poster examined whether smokers face stigmatization in the selection process in 2 samples (Canadian and U.S. respondents). It was shown that smokers (vs. nonsmokers) are perceived as being significantly less qualified. This effect is indirect through perceptions of deviance and integrity and (partly) conditional upon the evaluators’ own attitudes towards smoking.
Nicolas Roulin, University of Manitoba
Namita Bhattacharjee, University of Manitoba
Submitted by Nicolas Roulin, nicolas.roulin@umanitoba.ca

192-25 A Meta-Analytic Test of the Outcomes of Overqualification
This study provides the first quantitative review of the overqualification literature. Results suggest overqualification is related to employee job satisfaction (r = -.37), turnover intentions (r = .40), job performance (r = .27), and is unrelated to organizational citizenship behavior. Practical implications and future directions for research are discussed.
Evan R. Theys, Louisiana Tech University
Mitzi Dessilless, Louisiana Tech University
Richard J. Chambers, PepsiCo-Frito-Lay
Bryan Fuller, Louisiana Tech University
Submitted by Evan Theys, ert005@latech.edu

192-26 Targeted Recruitment: When the Majority Is the Minority
This poster finds that nontargets, who are not the intended beneficiaries of an organization’s targeted recruitment strategy, feel threatened not because they are excluded from the recruitment process but because of the organization’s attempt to challenge normative prescriptions and proscriptions regarding which identity groups should hold certain occupations.
Brian D. Webster, Oklahoma State University
Alexis N. Smith, Oklahoma State University
Joongseo Kim, University of Colorado at Denver
Maria B. Watkins, Northeastern University
Bryan D. Edwards, Oklahoma State University
Submitted by Brian Webster, bdwebster2@gmail.com

192-27 Integrating Job Search Into the Study of Employer Brands
This study focuses on the role of job search behavior on employer brands during recruitment. Results from a time-lagged study of job seekers indicated that preparatory job search behaviors moderated the positive effects of both employer images and reputation on organizational attraction.
192-28 Applicant Reactions to Forced-Choice Measurement: Do Format Variations Matter?
Forced-choice personality tests can reduce the impact of faking but can also engender negative applicant reactions. This poster explored whether format variations may improve test-taker perceptions. Findings show that respondents perceive formats with gradient response scales and tests with the most negative items eliminated to be more favorable.
Xiaoyuan (Susan) Zhu, University of Connecticut
Dev K. Dalal, University of Connecticut
Jeffrey S. Conway, Aon Hewitt/University of South Florida
Anthony S. Boyce, Aon Hewitt
Submitted by Xiaoyuan (Susan) Zhu, susan.zhu@uconn.edu

192-29 Reactions to Mobile Testing From the Perspective of Job Applicants
This study focuses on applicant reactions to preemployment assessments on mobile devices. The results indicate that although most job applicants are comfortable using their mobile devices for daily activities, the majority report low levels of trust in mobile delivery and prefer to complete preemployment assessments on a personal computer.
Paul M. Fursman, CEB
Kathleen Tuzinski, CEB
Submitted by Paul Fursman, paul.fursman@shl.com

193. Panel Discussion: 1:30 PM-2:50 PM
Grand A
Pave the Way: Building a Roadmap to Sustainable Career Paths
Effective career path tools provide robust information regarding career opportunities while remaining adaptive to an ever-changing business environment. This panel provides a forum for discussing I-O practitioners’ experiences designing career paths across different industries. Topics include unique approaches for development, challenges, strategies for ensuring impact and sustainability, and measuring success.
Samantha A. Taylor, Novo Nordisk Inc., Chair
Tanya Brubaker, Novartis, Panelist
Gary W. Carter, PDRI, a CEB Company, Panelist
Samantha Le Chau, Novo Nordisk Inc., Panelist
Joshua S. Quist, C² Technologies, Inc., Panelist
Submitted by Samantha Taylor, samantha.ritchie@verizon.net

194. Panel Discussion: 1:30 PM-2:50 PM
Grand B
Uncharted Waters: Navigating Selection, Disclosure, and Employees With Disabilities
Panelists will bring to the forefront a large and underrepresented group among minority groups: individuals with disabilities. Discussion will include the impact of recent federal mandates to track the number of applicants and employees with disabilities, as well as the general impact on recruitment, selection, and barriers to employee disclosure.
Anna L. Hulett, University of Georgia, Co-Chair
Samuel T. Hunter, Penn State University, Co-Chair
Christine L. Nittrouer, Rice University, Panelist
David C. Baldridge, Oregon State University, Panelist
Peter J. Rutigliano, Sirota Consulting, Panelist
Submitted by Anna Hulett, ahulett@uga.edu

195. Symposium/Forum: 1:30 PM-2:50 PM
Grand C
Data Science in Human Capital Research and Analytics
This symposium highlights ways in which both I-Os and non-I-Os are effectively using big data and data science techniques to conduct research, drive business outcomes, and inform human capital strategy. The topics include selection, organizational interventions, and effective establishment and use of human capital analytics teams.
Anthony S. Boyce, Aon Hewitt, Chair
Pat M. Caputo, Aon Hewitt, Co-Chair
Ben Taylor, HireVue, Automated Prediction of Performance From Digital Video Interviews
Pat M. Caputo, Aon Hewitt, Anthony S. Boyce, Aon Hewitt, Data Science and Contextual Predictors of Potential: An International Review
Amy Dawgert Grubb, Federal Bureau of Investigation, Metrics, Metrics, Metrics!
Larry Inks, The Ohio State University, Discussant
Submitted by Anthony Boyce, anthonyboyce@gmail.com

196. Panel Discussion: 1:30 PM-2:50 PM
Grand D
Designing and Managing Talent Rotation Programs: Where Do I Board?
I-O practitioners involved in managing talent rotation programs in different industries will review their company’s program goals, characteristics, processes, and evaluation findings. They will discuss bright spots and pain points as well as tips and suggestions other practitioners should consider when designing and managing a rotation program.
Christina Fleck, PepsiCo, Chair
Alison Cooper, Texas Instruments, Panelist
Jennifer Long, Mary Kay, Panelist
Daniel P. Meltzer, New York Life Insurance, Panelist
Jasmine N. Snyder, Payless ShoeSource, Panelist
Sebastian Unger, PepsiCo, Panelist
Submitted by Christina Fleck, crfleck4@yahoo.com

197. Alternative Session Type: 1:30 PM-2:50 PM
Grand I
An Insider’s Guide to Preparing for an Applied Career
This roundtable brings together early career practitioners from a variety of applied careers for a conversation about the benefits and challenges of working in applied I-O psychology. Participants will reflect on graduate training, discuss work experiences and career progression and offer recommendations for preparation in an applied career.
Laura Sywulak, Baruch College, The Graduate Center, CUNY, Co-Chair
Amy R. Gammon, Select International, Inc., Co-Chair
Kristin L. Cullen, Center for Creative Leadership, Presenter
Scott T. Gebhardt, Sirota Consulting, LLC, Presenter
Tiffany Ivory, Sirota Survey Intelligence, Presenter
Jordan H. Stein, Illinois Institute of Technology, Presenter
Casey C. Smith, Baruch College, The Graduate Center, CUNY, Presenter
Mary Margaret Sudduth, Florida Institute of Technology, Presenter
Submitted by Laura Sywulak, lasywula@gmail.com

198. Panel Discussion: 1:30 PM-2:50 PM
Grand J
Labyrinth Leveling: Solutions From Science and Practice
Eagly and Carli (2007) suggest the metaphor of a labyrinth to describe the indirect path women face to reach the top of organizations. This panel discusses the state of this labyrinth and provides examples from their own research and practice that assist individuals, teams, and organizations advance women.
Eileen M. Linnabery, Vantage Leadership Consulting, Co-Chair
Alice F. Stuhlmacher, DePaul University, Co-Chair
Linda Carli, Wellesley College, Panelist
Laura A. Finfer, Leadership Excellence Consulting, Panelist
Rob Morris, YSC, Panelist
Alice F. Stuhlmacher, DePaul University, Panelist
Submitted by Eileen Linnabery, eileen.linnabery@gmail.com

199. Panel Discussion: 1:30 PM-2:50 PM
Grand K
All Over the Map: Conducting Validation Research on Dispersed Populations
This session will address some of the considerations and best practices when conducting validation studies using geographically dispersed pop-
New Trends in Overqualification Research

After the 2008 financial crisis, there has been an increased interest in over qualification both among practitioners and academics. Since then a considerable amount of research on overqualification has been accumulated. Now it needs new directions. This symposium presents 4 field studies that offer novel theoretical and methodological insights into overqualification.

Alessandra Luksyte, University of Western Australia, Chair

Alessandra Luksyte, University of Western Australia, John Cordery, University of Western Australia, Jasmine Seah, Synergy, Are Overqualified Employees Good Citizens?

Tina Thompson, Illinois State University, Mark J. Martin, Florida State University, Employment Situation as an Underemployment Attribution

Vicente Gonzalez-Roma, University of Valencia, Ana M. Hernandez, University of Valencia, Juan Gamboa, University of Valencia, Jose M. Peiro, University of Valencia, Francisco Gracia, University of Valencia, Factors Influencing Graduates' Overqualification Trajectories: A Latent Growth Curve Analysis

Maike E. Debuss, University of Zurich, Bernin Erdogan, Portland State University, Talya N. Bauer, Portland State University, Becoming and Staying Overqualified: Results From a Within-Person Analysis

Christian Spitzmuller, University of Houston, Discussant

Submitted by Alessandra Luksyte, alex.luksyte@uwa.edu.au

200. Symposium/Forum: 1:30 PM-2:50 PM

Grand L

New Trends in Overqualification Research

After the 2008 financial crisis, there has been an increased interest in overqualification both among practitioners and academics. Since then a considerable amount of research on overqualification has been accumulated. Now it needs new directions. This symposium presents 4 field studies that offer novel theoretical and methodological insights into overqualification.

Alessandra Luksyte, University of Western Australia, Chair

Alessandra Luksyte, University of Western Australia, John Cordery, University of Western Australia, Jasmine Seah, Synergy, Are Overqualified Employees Good Citizens?

Tina Thompson, Illinois State University, Mark J. Martin, Florida State University, Employment Situation as an Underemployment Attribution

Vicente Gonzalez-Roma, University of Valencia, Ana M. Hernandez, University of Valencia, Juan Gamboa, University of Valencia, Jose M. Peiro, University of Valencia, Francisco Gracia, University of Valencia, Factors Influencing Graduates' Overqualification Trajectories: A Latent Growth Curve Analysis

Maike E. Debuss, University of Zurich, Bernin Erdogan, Portland State University, Talya N. Bauer, Portland State University, Becoming and Staying Overqualified: Results From a Within-Person Analysis

Christian Spitzmuller, University of Houston, Discussant

Submitted by Alessandra Luksyte, alex.luksyte@uwa.edu.au

201. Special Events: 1:30 PM-2:50 PM

Independence Ballroom

Alliance for Organizational Psychology Special Session: Ethics and Malpractice in I-O Research: Problems, Solutions and Prospects

Since the advent of a number of fraudulent research cases in different subdisciplines, different fields of psychology have been under scrutiny of data collection, communication planning, and data management. Topics will include study design and sampling, standardization of data collection, communication planning, and data management.

Amanda D. Allen, Edison Electric Institute, Chair

Megan Chandler, Marriott International, Panelist

Dana M. Dunleavy, Association of American Medical Colleges, Panelist

Sarah Evans, Walmart, Panelist

Erica L. Hauck, PepsiCo/Frito-Lay, Panelist

Deidre J. Knapp, HumRRO, Panelist

Robert P. Michel, Edison Electric Institute, Panelist

Submitted by Amanda Allen, aallen@eei.org

202. Symposium/Forum: 1:30 PM-2:50 PM

Liberty AB

Beyond Mining: Harnessing the Power of Text Data

Text data offer a wealth of information for studying organizational behaviors and outcomes. Four practitioners will share their experience of going beyond categorizing text data (mining) to using them to address talent acquisition and management concerns. Participants will also offer insights on using these data to conduct research and practice.

Disha D. Rupayana, SkillSurvey, Inc., Chair

Landon Mock, Office of Personnel Management, A Qualitative Approach to Realistic Job Previews


Victoria Hendrickson, OrgVitality, Emily L. Hause, Saint Mary's College of California, Scott M. Brooks, OrgVitality, Employee Survey Comments: Filtering for the Most Useful Suggestions

Submitted by Disha Rupayana, drupayana@skillsurvey.com

203. Alternative Session Type: 1:30 PM-2:50 PM

Liberty C

Blazing the Job Trail: How to IGNITE Your Career

Twelve early career and seasoned professionals will share their experiences and knowledge of the job market. Each presenter will address a phase of the job search process, ranging from applications and resumes to expectations of new hires. Following the 12 IGNITE speakers, the format shifts to an interactive panel discussion.

Christopher T. Rotolo, PepsiCo, Chair

Victoria J. Smoak, PepsiCo, Co-Chair

Amber L. Smittick, Hogan Assessments, Co-Chair

Laura C. Lomeli, Walmart, Co-Chair

Johanna E. Johnson, Clemson University, Presenter

Josefino C. Lualhati, Global Skills X-Change, Presenter

Aaron J. Kraus, University of Akron, Presenter

Adam W. Hillard, Walmart, Presenter

Andrew M. Naber, RAND Corporation, PANEL, Presenter

Kathakali Sircar, SRA International, Presenter

Patricia E. Grabarek, Infor Talent Science, Presenter

Nicole M. Ginther, PepsiCo, Presenter

Submitted by Laura Lomeli, lauracomeli@gmail.com

204. Panel Discussion: 3:30 PM-4:50 PM

302-304

Bridging and Cross-Collaboration Between Master’s and Doctoral I-O Programs

This session will examine the value of a master’s degree for doctoral applicants in industrial-organizational psychology. The panelists will brainstorm ways master’s and doctoral programs can collaborate to better bridge these students’ challenges. Topics will include a general discussion, the application process, the selection and interview process, and moving forward.

Catherine S. Daus, Southern Illinois University-Edwardsville, Co-Chair

Amy J. Quarton, Maryville University, Co-Chair

Shanique G. Brown, DePaul University, Panelist

Patrick M. McCarthy, Middle Tennessee State University, Panelist

Ron Reiter-Palmon, University of Nebraska-Omaha, Panelist

DJ S. Steffensen, Tennessee Small Business Development Center, Panelist

Alice F. Stuhlmacher, DePaul University, Panelist

Submitted by Amy Quarton, aquarton@maryville.edu

205. Symposium/Forum: 3:30 PM-4:50 PM

305-306

Synthetic Validity: Further Evidence of its Accuracy and Application

Synthetic validation is a professionally accepted alternative validation method when traditional criterion-related validation is not possible. How ever, there remains resistance to using these nontraditional validation methods. This symposium provides new research on synthetic validity to show evidence of its accuracy compared to traditional methods and new examples of applications.

Erin N. Gerbec, Air Force Research Laboratory, Co-Chair

Calvin C. Hoffman, LA County Sheriff’s Department, Co-Chair

Jeff W. Johnson, PDRI, a CEB Company, Further Comparisons of Traditional and Synthetic Validity Coefficients

Brent D. Holland, FurstPerson, Inc., Dawn Lambert, FurstPerson, Inc., Accuracy of Transportability and Synthetic Validation Techniques

Calvin C. Hoffman, LA County Sheriff’s Department, Daniel Kowalski, California State University, C. Chy Tashima, Los Angeles County Sheriff’s Department, Job Component Validation of a Bomb Squad Selection Process

Erin N. Gerbec, Air Force Research Laboratory, Patrick C. Carmody, University of Dayton Research Institute, Richard J. Petronio, U.S. Air Force Research
206. Symposium/Forum: 3:30 PM-4:50 PM
309-310
Toward a Deeper Understanding of Applicant Faking
Faking negatively impacts the validity of personnel selection and placement decisions. This symposium presents cutting-edge research that digs deeper into fake issues, including psychometric consequences, models of faking behavior, culture impacts on faking, and using psychometric techniques (i.e., appropriateness measurement) to reduce the impact of faking on organizational decision-making.
Dev K. Dalal, University of Connecticut, Chair
Li Guan, University of Georgia, Co-Chair
Ye Ra Jeong, Central Michigan University, Neil Christiansen, Central Michigan University, Mei-Chuan Kung, Select International, Inc., Chet Robie, Wilfrid Laurier University, Effects of Faking on Linear Construct Relationships Relevant to Validity
Yumiko Mochinushi, Florida Institute of Technology, Mitsuhiko Nila, Recruit Career Co., Ltd., Richard L. Griffith, Florida Institute of Technology, Changes of Response Patterns in a Personality Test in Japan
Li Guan, University of Georgia, Nathan T. Carter, University of Georgia, Gary J. Lautenschlager, University of Georgia, Personality, Faking, and ATIC: Can Forced-Choice Format Untangle Their Relationship?
Michael J. Zickar, Bowling Green State University, Discussant
Submitted by Li Guan, aguan0215@gmail.com

207. Panel Discussion: 3:30 PM-4:50 PM
401-403
Integrating Assessments and Talent Management Systems: Evolving the Discussion
This session focuses on the opportunities and challenges that arise when integrating assessments with talent management systems (TMS). Experienced panelists representing internal and external perspectives share their experiences and provide practical guidance about integrating assessment platforms and TSMs. Provocative questions about evolving the I-O role will be presented and discussed.
Emily J. Stehura, Development Dimensions International (DDI), Chair
Mia L. Jattuso, Development Dimensions International (DDI), Panelist
Craig R. Dawson, CEB, Panelist
James H. Killian, Findy, Panelist
Seth Zimmer, AT&T, Panelist
Corina Rice, CSX Transportation, Panelist
Submitted by Emily Stehura, emily.stehura@ddiworld.com

208. Community of Interest: 3:30 PM-4:20 PM
404
Methods, Madness, and Truth: Tensions Among Publishing, Theory, and Replication
Jeffrey M. Cucina, U.S. Customs and Border Protection, Host
Scott Tonidandel, Davidson College, Host
Jessica M. Nicklin, University of Hartford, Coordinator

209. Symposium/Forum: 3:30 PM-4:50 PM
407-409
Longitudinal Perspectives on Coping and Adjustment to Stressors
This session brings together theory and results from 5 longitudinal studies on how individuals cope with and adapt to stressors. Papers will consider distinct coping behaviors and coping stages, gender role context, adaptation to stressors over time, and the potential for interventions to facilitate resilience.
Michael T. Ford, University at Albany, SUNY, Chair
Yixuan Li, University of Florida, Mo Wang, University of Florida, Xiang Yao, Peking University, Zheng Huang, Chinese Academy of Sciences, Exploring the Role of Coping Using the Daily Diary Method
Peter P. Yu, Baruch College & Graduate Center, CUNY, Erin Eatough, The City University of New York, Baruch College, Gender-Normative Coping Strategies for Interpersonal Conflict Stressors
Jingyi Huang, University at Albany, SUNY, Michael T. Ford, University at Albany, SUNY, Episodic Stressor Appraisal and Coping: A Four-Stage Study
Kelsey-Jo Ritter, Bowling Green State University, Russell A. Matthews, Bowling Green State University, Adaptation to Role Stressors Over Time
Krista Hoffmeister, Sentis, Autumn D. Krauss, Sentis, Tristan Casey, Sentis, Allison M. Ellis, Portland State University, The Role of Leaders in Promoting Well-Being: An Intervention Evaluation
Submitted by Michael Ford, mford@albany.edu

210. Symposium/Forum: 3:30 PM-4:20 PM
Franklin 08
Future of Assessment: Reactions to Innovative Formats and Delivery Modes
Innovative assessments and mobile assessment continue to change the face of selection. Organizations seek novel assessment approaches to increase applicant engagement and to reinforce a positive employer brand. Reactions have important organizational outcomes. We investigate reactions to recent innovations and reflect on the influence of reactions to shape future developments.
Holly S. Payne, CEB, Chair
Allison Tenbrink, Select International, Esteban Tristan, Select International, Mei-Chuan Kung, Select International, Kristin M. Delgado, Select International/Wright State University, Employee Reactions to a Safety Assessment Predicting Safety Behavior
Sara Lambert Gutierrez, CEB, Kristin Sanderson, CEB, Applicant Reactions: What We Know About Testing on the Go
Robert W. Stewart, PDRI, a CEB Company, Kenneth T. Bruskiewicz, PDRI, a CEB Company, Chris Kubisiak, PDRI, a CEB Company, Josh W. Allen, Florida International University, Exploring Candidate Reactions to Highly Engaging Low Fidelity Assessments
Ken Lahti, CEB, Discussant
Submitted by Holly Payne, holly.payne@shl.com

211. Symposium/Forum: 3:30 PM-4:50 PM
Franklin 09
NRC Reports: I-O Psychology Impacts at the Federal Level
Three recent National Research Council reports highlight factors important for science and practice in I-O psychology: the effectiveness of team-based research, measuring human performance potential, and the influence of context on behavior. Presenters will describe the study purposes, key questions, and processes as well as implications for science and practice.
Stephan Stark, University of South Florida, Chair
Gerald F. Goodwin, U.S. Army Research Institute, Cherie Chavvin, National Research Council, Perspectives on the Impetus Behind National Research Council Studies
Leslie A. DeChurch, Georgia Institute of Technology, The Context of Military Environments
Stephen M. Fiore, University of Central Florida, Kara Hall, National Cancer Institute, Steve W. J. Kozlowski, Michigan State University, The Science of Team Science
Paul R. Sackett, University of Minnesota, Stephen Stark, University of South Florida, Fred Oswald, Rice University, Measuring Human Capabilities
Submitted by Stephen Stark, sestk@usf.edu

212. Symposium/Forum: 3:30 PM-4:50 PM
Franklin 10
Strength in Numbers: Building Personal Brands as I-O Psychologists
As visibility and branding is a recognized priority for SIOP, each and every member needs to take responsibility to create awareness and market their I-O skills. This session will offer members the chance to learn how academics and practitioners can brand themselves thereby creating awareness for the field.
Submitted by Tiffany Poeppelman, tiffanyripley@gmail.com

Tilman Sheets, Louisiana Tech University, **Build Your Brand Within SIOP's**

Persuasion processes in negotiation outcomes. Using an experimental

Medium in Negotiations

Submitted by Tiffany Poeppelman, tiffanyripley@gmail.com

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**213-2 Responses to Diverse Video-Based SJTs: Role of Motivation and Experiences**

When video-based SJT actors and test takers differ in race, SJT scenarios can constitute challenging interracial interactions. This poster examined the role that White test takers' motivation to respond to other racial groups without prejudice and experiences interacting with other racial groups play in how they respond to SJT actors' race.

Juliya Golubovich, Educational Testing Service
Ann Marie Ryan, Michigan State University
Dominik P. Isham, Michigan State University

Submitted by Juliya Golubovich, jgolubovich@gmail.com

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**213-3 Moral Disengagement and Ethical Decision Making: The Facilitative Effect of Guilt**

This poster investigated the impact of 2 self-focused moral emotions on the established negative relationship between moral disengagement and ethical decision making. Results replicate the prosocial tendencies of trait guilt, the antisocial tendencies of trait shame, and illustrate how trait guilt moderates the negative relationship between moral disengagement and ethical decision making.

James F. Johnson, University of Oklahoma
Shane Connelly, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitted by James Johnson, james.johnson.271@us.af.mil

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**213-4 Does State Narcissism Predict Advice-Taking Behavior?**

This study examined how state narcissism relates to advice taking and mechanisms that could explain this relationship. Using a priming task, it was found that narcissism and advice taking were negatively related. This relationship was mediated by the perceived usefulness of the advice.

Edgar E. Kausel, University of Chile
Satoris S. Culbertson, Kansas State University
Alexander T. Jackson, Kansas State University
Pedro Ig Leiva, University of Chile

Submitted by Edgar Kausel, ekausel@unegocios.cl

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**213-5 The Elaborated Negotiation: Persuasion and Communication Medium in Negotiations**

This poster applies the elaboration likelihood model to understand persuasion processes in negotiation outcomes. Using an experimental design, it was found that communication medium affected the type of persuasive information attended to. As expected, message content influenced outcomes in e-mail conditions whereas peripheral cues had an effect in face-to-face conditions.

Elliott Larson, Baruch College/The Graduate Center
Louis Lipani, Baruch College
Zhu Zhu, Baruch College
Mary Kern, Baruch College

Submitted by Elliott Larson, elliott.c.larson@gmail.com

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**213-6 Does Rationality Predict Performance in Major Life Domains?**

This poster examined the relationship between rationality and performance in major life domains. Hierarchical regression results suggest rationality does not explain any significant variance in any of the measured life domains after controlling for other individual differences. It is concluded that rationality is not a meaningful individual difference in predicting performance.

Brittany J. Marcus-Blank, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitted by Brittany Marcus-Blank, marcu083@umn.edu

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**213-7 Fit in Employee Selection: Beliefs About When, How, and Why**

A 2 task stability x 2 work proximity experimental design was used to examine staffing professionals' beliefs about when, how, and why person-job and person-organization fit should be evaluated during employee selection. The results of this study, along with their theoretical and practical implications, are reported.

Kevin Nolan, Hofstra University
Kristina T. Langhammer, Stockholm University
Nicholas P. Salter, Ramapo College of New Jersey

Submitted by Kevin Nolan, kevin.p.nolan@hofstra.edu

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**213-8 Impact of Cue Characteristics: Understanding Weighting Processes in Decision Making**

This study examined the effect of 3 cue characteristics—redundancy, presentation format, and fidelity—on cue weighting in decision making. Results suggested that cue received more weight when redundant information supporting it was available or when it was presented in the format of ratings than narratives.

Siwen Shu, University of Minnesota
Nathan R. Kuncel, University of Minnesota

Submitted by Siwen Shu, shuxx069@umn.edu

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**213-9 What Aspects of Job Applicant Tattoos Influence Suitability for Work?**

This poster used policy capturing methodology to examine how attributes of tattoos and job type influenced perceptions of the suitability of tattooed applicants for jobs. Relative weights analysis revealed that tattoo concealability and job type were the primary contributors to decisions about how applicant tattoos influence perceived suitability for jobs.

Ryan P. Whorton, Bowling Green State University
Scott Highhouse, Bowling Green State University

Submitted by Ryan Whorton, ryanwhorton@gmail.com

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**213-10 Linking Uncertainty Dimensions to Performance Predictions During Selection**

This poster adapts a dual uncertainty scale to demonstrate that people associate different types of uncertainty with performance prediction that may underlie the general resistance to standardized selection systems. Results show that people perceive hiring situations to be higher on episodic uncertainty and differentially attribute successful hiring outcomes to the decision maker.

Don C. Zhang, Bowling Green State University
Xiaoyuan (Susan) Zhu, University of Connecticut
Dev K. Dalal, University of Connecticut

Submitted by Don Zhang, zdon@bgsu.edu

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**213 Poster Session: 3:30 PM-4:20 PM**

Franklin Hall

**213-1 Mental Models and Ethical Decision-Making: The Role of Sensemaking**

The relationship between mental models and ethical decision making (EDM) is explored. Participants depicted their mental models to expose their understanding of an ethical dilemma described in a case, followed by making a decision on another case. Sensemaking served as a mediator between complexity of mental models and EDM.

Zhanna Bagdasarov, California State University, Fresno
James F. Johnson, University of Oklahoma
Alexandra E. MacDougall, University of Oklahoma
Logan M. Steele, University of Oklahoma
Shane Connelly, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitted by Zhanna Bagdasarov, zhannab@csufresno.edu

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Shane Connelly, University of Oklahoma

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Satoris S. Culbertson, Kansas State University
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Pedro Ig Leiva, University of Chile

Submitted by Edgar Kausel, ekausel@unegocios.cl

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Elliott Larson, Baruch College/The Graduate Center
Louis Lipani, Baruch College
Zhu Zhu, Baruch College
Mary Kern, Baruch College

Submitted by Elliott Larson, elliott.c.larson@gmail.com

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Nathan R. Kuncel, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitted by Brittany Marcus-Blank, marcu083@umn.edu

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Kevin Nolan, Hofstra University
Kristina T. Langhammer, Stockholm University
Nicholas P. Salter, Ramapo College of New Jersey

Submitted by Kevin Nolan, kevin.p.nolan@hofstra.edu

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Siwen Shu, University of Minnesota
Nathan R. Kuncel, University of Minnesota

Submitted by Siwen Shu, shuxx069@umn.edu

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Ryan P. Whorton, Bowling Green State University
Scott Highhouse, Bowling Green State University

Submitted by Ryan Whorton, ryanwhorton@gmail.com

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Don C. Zhang, Bowling Green State University
Xiaoyuan (Susan) Zhu, University of Connecticut
Dev K. Dalal, University of Connecticut

Submitted by Don Zhang, zdon@bgsu.edu
213-11 A Mediation Model Linking Maximizing Tendency to Future-Oriented Judgments
Given few direct links between maximizing tendency and future-oriented judgments, this poster explored consideration of future consequences (CFC) as a mediator between maximizing and future-oriented judgments. Partial mediation was found: Maximizers were higher on CFC, thereby showing less discounting, more saving behaviors, and more generativity concerns.
Xiaoyuan (Susan) Zhu, University of Connecticut
Timothy Hwang, University of Connecticut
Dev K. Dalal, University of Connecticut
Submitted by Xiaoyuan (Susan) Zhu, susan.zhu@uconn.edu

213-12 Building Bridges in I-O via an Undergraduate Research Apprentice Program
The goals and outcomes of an Undergraduate Research Apprentice Program (URAP) in I-O psychology are described. Results show that the URAP enhances students' research knowledge and skills. Participants also find the program useful and are overwhelmingly satisfied with the experience and the mentoring they receive from faculty and doctoral students.
Debra A. Major, Old Dominion University
Valerie N. Streets, Old Dominion University
Richard N. Landers, Old Dominion University
Konstantin Cigularov, Old Dominion University
Xiaoxiao Hu, Old Dominion University
Submitted by Debra Major, dmajor@odu.edu

213-13 Backchannel Communication: Can Text Messaging Improve Traditional Classroom Learning?
Backchannel communication, or text-based peer discussion during lectures, is implemented to increase learner engagement, but cognitive load increases may harm learning. A controlled experiment was conducted investigating the effects of on-topic and off-topic chat communications during lecture. Results indicate all such communication is harmful, although on-topic is slightly less so.
Katelyn J. Cavanaugh, Old Dominion University
Richard N. Landers, Old Dominion University
Amy K. Landers, Old Dominion University
Submitted by Katelyn Cavanaugh, kcava003@odu.edu

213-14 Are Head-Mounted Virtual Reality Systems Useful for Training and Education?
Study 1 demonstrates that participants within a head-mounted virtual reality training condition perform worse on a posttest than those within a comparable computer-based training condition (via monitor) as mediated by cognitive engagement. Study 2 demonstrates that the software (3-D program/2-D program) produces a disordinal moderation within this relationship.
Matt C. Howard, The Pennsylvania State University
Tyler B. Resnick, The Pennsylvania State University
Nathan F. Kutz, The Pennsylvania State University
Emily K. Mahia, The Pennsylvania State University
Laura N. Nestor, The Pennsylvania State University
Jennifer L. Bet, The Pennsylvania State University
Submitted by Matt Howard, mch248@psu.edu

213-15 Individual Differences that Predict Interactions in Mixed-Initiative Teams
This poster examined the effect that an individual's personality has on willingness to seek assistance from and/or accept the recommendations of an automated teammate. Results suggest that individuals low in Extroversion and high in Agreeableness are more likely to solicit recommendations from an agent, while those high in Agreeableness accept recommendations.
Bianca M. Zongrone, University of Nebraska at Omaha
Douglas C. Derrick, University of Nebraska at Omaha
Submitted by Bianca Zongrone, zongrb@gmail.com

213-16 Situational Judgment Tests (SJTs) in Training Delivery: Development and Evaluation
This poster evaluated situational judgment tests (SJTs) as a training delivery method to promote active learning and structured feedback.
Workplace volunteers (N = 416) completed full-length lecture-based training or abbreviated lecture-based training followed by 15-minutes of SJT-based training. SJT-based trainees showed greater improvement on declarative and procedural knowledge than those in traditional training.
Laura G. Barron, U.S. Air Force
Cody B. Cox, Texas A&M University San Antonio
Submitted by Laura Barron, laura.barron@us.af.mil

213-17 Pre-Training Predictors of Attrition From Voluntary Online Training
Trainee attrition is costly to organizations but is not widely studied in online training. This study explored the motivational and experiential antecedents of attrition in a voluntary online program. Results indicated that self-efficacy increases the odds of dropping out and pre-training experience decreases the odds of dropping out.
Kristina N. Bauer, University of West Florida
Katelyn J. Cavanaugh, Old Dominion University
Holly C. Cameron, Old Dominion University
Submitted by Kristina Bauer, kbauer@uwf.edu

213-18 The Examination of Different Predictors of Transfer Over Time
Recent research calls for studies examining finer grained distinctions in the transfer process and the measurement of maintenance. This study tests hypotheses distinguishing between use and effectiveness measures of transfer at 3 time points. Results show that the distinction and timing of measurement matter. Implications and future directions are highlighted.
Kristina N. Bauer, University of West Florida
Stormy Z. Speaks, University of West Florida
William T. Howard, University of West Florida
Holly C. Cameron, Old Dominion University
Submitted by Kristina Bauer, kbauer@uwf.edu

213-19 Informal Learning and its Antecedents: An Integrative and Meta-Analytic Review
Organizations spend $160 billion annually on formal training. Yet, over 70% of organizational learning occurs informally. This poster presents a theoretical framework to understand informal learning (IL) and a meta-analysis of its antecedents. An interactionist perspective supports the importance of personal and situational predictors of IL. Future research needs are discussed.
Christopher P. Cerasoli, Group for Organizational Effectiveness (gOE)
George M. Alliger, Group for Organizational Effectiveness (gOE)
Jamie S. Donsbach, Group for Organizational Effectiveness (gOE)
John E. Mathieu, University of Connecticut
Scott I. Tannenbaum, Group for Organizational Effectiveness (gOE)
Submitted by Christopher Cerasoli, chris.cerasoli@groupeo.com

213-20 Theater-Based Training to Reduce Resistance to Organizational Change: Quasi-Experimental Evaluation
Theater-based training among college teachers and administrators facing a major organizational change that threatened their role definitions and job security reduced participants' resistance to the change compared to colleagues who did not participate in the training. Participants also felt more involved in the change process and their burnout diminished.
Dov Eden, Tel Aviv University
Submitted by Dov Eden, doveden@post.tau.ac.il

213-21 Brain Drain? An Examination of Stereotype Threat Effects During Training
This study examined stereotype threat effects on the acquisition of key learning outcomes by women during a 3-day self-directed training experience. Findings indicated that female learners who experienced stereotype threat during training developed more poorly organized knowledge structures and failed to acquire efficient task heuristics relative to control group learners.
James A. Grand, University of Maryland
Ann Marie Ryan, Michigan State University
Submitted by James Grand, grandjam@umd.edu
213-22 Ability, Goal Orientation, and Exploratory Behavior in Active Learning
This poster examined the effects of general mental ability, pretraining task-related knowledge, and goal orientation on exploratory behavior during active-learning training. Findings showed benefits of task exploration during practice on learning outcomes including adaptive performance. Goal orientation, but more so ability and pretraining knowledge, influenced exploratory behavior across practice trials.
Jay H. Hardy, University of Oklahoma
Eric A. Day, University of Oklahoma
Logan M. Steele, University of Oklahoma
Submitted by Jay Hardy, jhhardy@ou.edu

213-23 Biases and Compensatory Strategies: The Efficacy of a Training Intervention
This effort investigated a training intervention targeting biases and compensatory strategies in ethical decision making. The results of the intervention are presented, as well as a description of accompanying exercises tapping self-reflection, sensemaking, and forecasting and their differential effectiveness on transfer to an ethical decision-making task.
Jensen T. Mecca, University of Oklahoma
Kelsey E. Medeiros, University of Oklahoma
Vincent D. Giorgini, University of Oklahoma
Philip Gibson, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Shane Connelly, University of Oklahoma
Submitted by Jensen Mecca, jensen.mecca@gmail.com

214. Panel Discussion: 3:30 PM-4:50 PM
Grand A
The Role of Nonstigmatized “Allies” in Workplace Diversity Management
This panel brings together a team of experts from academia and industry to initiate conversation about how nonstigmatized “ally” employees can contribute to workplace diversity management. Rather than focusing on things stigmatized employees or organizations can do, the utility of mobilizing allies as organizational change agents will be introduced.
Larry R. Martinez, The Pennsylvania State University, Chair
Enrica N. Ruggs, University of North Carolina at Charlotte, Panelist
Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, Panelist
Michelle (Mikki) Hebl, Rice University, Panelist
Pat Baillie, Out & Equal Workplace Advocates, Panelist
Craig J. Russell, University of Oklahoma, Panelist
Submitted by Larry Martinez, martinez@psu.edu

215. Symposium/Forum: 3:30 PM-4:50 PM
Grand B
Best (Though not Current) Practices for Modern Research Methods
SIOP embraces the scientist practitioner model in which practitioners implement evidence based practice and scientists tackle issues of relevance to practitioners. The purpose of this symposium is to describe best practices regarding experimental vignette methodology, SEM, growth models, and other multilevel models.
Jose M. Cortina, George Mason University, Chair
Herman Aguinis, Indiana University, Kyle J. Bradley, Indiana University, Recommendations for Designing and Implementing Experimental Vignette Methodology Studies
Jennifer P. Green, George Mason University, Kathleen R. Keeler, George Mason University, Robert J. Vandenbarg, University of Georgia, Jose M. Cortina, George Mason University, Degrees of Freedom: Are We Testing Our Hypothesized Models?
Richard P. DeShon, Michigan State University, Problems and Pitfalls of Modeling Growth in Organizational Science
Robert J. Vandenbarg, University of Georgia, Charles E. Lance, Organizational Research & Development, LLC, A Decade of Statistical and Methodological Myths and Urban Legends
James M. LeBreton, The Pennsylvania State University, Discussant
Submitted by Jose Cortina, jcortina@gmu.edu

216. Panel Discussion: 3:30 PM-4:20 PM
Grand C
Worlds Colliding: How I-Os and IT Professionals Can Work Together
The purpose of this panel is to discuss the challenges, best practices, and lessons learned our panelists have experienced building human capital IT systems. Our panelists will discuss the roles of I-O psychologists in design and implementation, while also discussing how to best collaborate with IT developers.
Walter B. Por, Federal Management Partners, Chair
Shannon W. Kobus, Monster Government Solutions, Panelist
Ryan S O’Leary, PDRI, a CEB Company, Panelist
Ian Serotkin, PDRI, Panelist
Bryan Wiggins, Fors Marsh Group, Panelist
Submitted by Walter Pan, bpor@fmpconsulting.com

217. Special Events: 3:30 PM-4:20 PM
Grand D
Alliance for Organizational Psychology Special Session: Building Cross-Cultural Research Teams—Practical Advice from the Experts
More than ever it is important for I-O psychology researchers to take a global perspective on the world of work, yet best practices for forming and managing successful cross-cultural research teams are not readily available to academics and students. This panel of international researchers will share their stories and strategies.
Lisa Finkelstein, Northern Illinois University, Chair
Ruth Imose, Northern Illinois University, Co-Chair
Lize Booyen, Antioch University, Panelist
Filip De Fryt, Ghet University, Panelist
Michele J. Gelfand, University of Maryland, Panelist
Submitted by Lisa Finkelstein, lisaf@niu.edu

218. Roundtable Discussion/Conversation Hr: 3:30 PM-4:50 PM
Grand I
What New Practitioners Wish They’d Learned in Graduate School
In a highly interactive session, new I-O practitioners employed in various settings discuss work experiences and reflect on career issues, graduate training, and recommendations for improving preparation for applied careers. Practitioners have been working in organizations for less than 5 years since leaving graduate training.
Ivan Kulis, Kulis Consulting, Host
Katey E. Foster, APTMetrics, Inc., Host
Charmaine Harrison, TimkenSteel Corporation, Host
Grace Leung Lee, APTMetrics, Inc., Host
Kimberly Perry, EASI Consult, Host
Jaclin L. Principato, Morgan Stanley, Host
Jordan M. Robbins, Transportation Security Administration, Host
Luke A. Simmering, Walmart, Host
Adria Toller, AT&T, Host
Submitted by Ivan Kulis, ikulis@hotmail.com

219. Panel Discussion: 3:30 PM-4:50 PM
Grand J
Practical and Ethical Guidelines for Dealing With Messy Validation Data
Validation datasets are typically presented in less-than-ideal forms (i.e., messy), posing challenges to I-O professionals tasked with demonstrating the value of selection tools. This panel will discuss considerations for handling messy data, reflecting on their individual past experiences as well as their approaches to analyzing the same messy dataset.
Brett M. Wells, Aon Hewitt, Co-Chair
Anthony S. Boyce, Aon Hewitt, Co-Chair
Renee Barr, CEB-SHL Talent Measurement Solutions, Panelist
Christopher J. L. Cunningham, Logi-Serve/University of Tennessee at Chattanooga, Panelist
Dara Pickering, Hogan Assessment Systems, Panelist
David B. Schmidt, Development Dimensions International (DDI), Panelist
Submitted by Brett Wells, bwell@aonhewitt.com
220. Panel Discussion: 3:30 PM-4:50 PM
Grand K
Can Learning Agility Be Learned?
Despite growing recognition of the importance of learning agility, there is limited information available on how it can be developed. This session will present literature and recommendations to enhance learning agility, addressing how individual characteristics and behaviors impact learning agility and how organizations can support the development of agile learners.

Veronica S. Harvey, Aon Hewitt, Chair
DaHee Shon, Columbia University, Co-Chair
Kenneth P. De Meuse, Tercon Consulting, Panelist
Neta Moye, PDRI, a CEB Company, Panelist
Raphael Y. Prager, Aon Hewitt, Panelist
Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, Panelist
Submitted by DaHee Shon, dahee.shon@aonhewitt.com

221. Panel Discussion: 3:30 PM-4:50 PM
Grand L
How Stable Is Employee Engagement?
Although employee engagement practitioners tend to report engagement at the group level, its genesis lies within the individual employee. Establishing engagement’s volatility (or lack thereof) is an important consideration when taking action on engagement. Panelists representing 5 different organizations will discuss their experiences and best practices in tracking engagement over time.

Christopher K. Adair, Aon Hewitt, Chair
Ken Oehler, Aon Hewitt, Panelist
Sharon Franz Parker, Walmart, Panelist
Michael Arena, General Motors, Panelist
Daniel Rubin, Aon Hewitt, Panelist
Shauna Schoeder, W.W. Grainger, Panelist
Matthew Merbedone, Marriott International, Panelist
Submitted by Christopher Adair, christopher.adair@aonhewitt.com

222. Symposium/Forum: 3:30 PM-4:50 PM
Independence Ballroom
Identifying Leadership Potential Through Personality Assessment: Cross-Cultural Findings
Identifying and developing high potentials is a universal challenge. However, how do you define and assess leadership potential in a cross-cultural context? This symposium presents diverse research on personality and potential from North America, Europe, Russia, China, and Vietnam. The definition, measurement, and development of leadership potential will be addressed.

Ronald C. Page, Assessment Associates International, Chair
Ying Liu, Renmin University of China, Personality Predictors of Leadership: Findings From Research in China
Anna V. Leybina, Moscow Metropolitan Governance University, Personality Predictors of Leadership: Findings From Research in Russia
Nhung T. Nguyen, Towson University, Nga Pham, National Academy of Public Administration, Michael Biderman, University of Tennessee-Chattanooga, Bifactor Model of Personality Predictors of Leadership Potentials in Vietnam
Rainer Kurz, Saville Consulting, John Henderson, Cubiks, Personality Predictors of Leadership: Findings From Research in Europe
Submitted by Ronald Page, ronald.page@aai-assessment.com

Brett W. Guidry, Purdue University, Co-Chair
Brian J. Hoffman, The University of Georgia, Panelist
Duncan J.R. Jackson, Birkbeck, the University of London, Panelist
Filip Lievens, Ghent University, Panelist
Dan J. Putka, HumRRO, Panelist
George C. Thornton, Colorado State University, Panelist
Submitted by Brett Guidry, bguidry@purdue.edu

224. Master Tutorial: 3:30 PM-4:50 PM See page 6 for CE
Liberty C
101 Things About Big Data You’re Afraid to Ask
This session brings together I-O psychologists and data scientists to speak across disciplines and provide the foundation that many SIOPers have yet to obtain regarding Big Data and its use. Using rich examples, the presenters will illuminate how I-Os can take advantage of the many new paths Big Data offers.

Kathryn Dekas, Google, Presenter
Brian Welle, Google, Presenter
Mark T. Rivera, Google, Presenter
Abeer Dubey, Google, Presenter
Submitted by Kathryn Dekas, kdekas@gmail.com

225. Community of Interest: 4:30 PM-5:50 PM
404
Workplace Incivility: From Science to Solutions
Lilia M. Cortina, University of Michigan, Host
Michael Leiter, Acadia University, Host
Jamie S. Donsbach, Group for Organizational Effectiveness, Coordinator

226. Panel Discussion: 4:30 PM-5:50 PM
Franklin 08
Strategic Selection: Mind the Gap
Although much is known about forming and validating selection devices, little guidance exists on how to strategically build and implement organization-wide selection practices and processes. This panel will bring together experienced panelists to discuss a systematic approach to organizational selection.

Paul R. Yost, Seattle Pacific University, Chair
Hilary G. Roche, Seattle Pacific University, Co-Chair
Robert E. Lewis, APTMetrics, Inc., Panelist
Jerard F. Kehoe, Selection & Assessment Consulting, Panelist
Rebecca Levine, Columbia University Graduate Sch, Panelist
Submitted by Hilary Roche, hgroche@gmail.com

227. Poster Session: 4:30 PM-5:20 PM
Franklin Hall
Emotions/Emotional Labor/Prosocial Behavior
227-1 Eaten Up By Guilt: Influence of Unethical Behavior on Behaviors
Ethics research concentrates mainly on antecedents of unethical behavior; yet I examine the personal consequences of unethical behavior. I propose a serial mediation model whereby moral emotions, guilt and shame, and ego-depletion mediate the relationship between unethical behavior and behaviors: work–family conflict and work neglect. Field data support the model.

Julena M. Bonner, Oklahoma State University
Julena M. Bonner, Oklahoma State University
Submitted by Julena Bonner, julena.bonner@okstate.edu

227-2 Is Member-Rated Project Success Influenced by Leadership Team Emotional Intelligence?
Complex projects are often led by a leadership team. This poster studied the effect of leadership team self-rated emotional intelligence (EI) on team member ratings of project success (top management support, communication, troubleshooting). Results were that maximum EI in a leadership team is the best predictor of members’ project success ratings.

Artemis Chang, Queensland University of Technology
Alicia K. Mazur, Queensland University of Technology
Peter J. Jordan, Griffith University
Jennifer P. Barbour, Macquarie University
227-3 Refining the Definition and Measurement of Boredom
Across 4 studies, this poster developed and validated a boredom measure. Studies 1 and 2 identify items conceptually consistent with the theoretically derived definition of boredom. Study 3 supports the scale’s expected factor structure. Finally, Study 4 supports the scale’s convergent and discriminant validity with theoretically related and unrelated constructs.

Patricia Baratta, University of Guelph
Jeffrey Spence, University of Guelph

Submitted by Patricia Baratta, pbaratta@uoguelph.ca

227-4 Leading Under Pressure: A Validation Study of Leadership Self-Differentiation Strategies
The psychometric properties of 11 strategies for leaders attempting to navigate high-pressure situations were evaluated. Results indicated an adequate fit for the third model, which consisted of 10 factors/strategies and 40 items total ($\chi^2=1240.206$, $p > .05$; $df = 654$, CFI = .957, RMSEA = .035, 90% CI [.032, .038]).

Amy D. Blackshire, Seattle Pacific University
McKendree J. Hickory, Seattle Pacific University
Robert McKenna, Seattle Pacific University

Submitted by Amy Blackshire, Blackshirea@spu.edu

227-5 The Spillover Effects of Nonwork Negative Emotions on Goal Regulation
Despite both being negative emotions, anger is approach oriented, whereas sadness is avoid oriented. This poster investigated the spillover effects of anger versus sadness on goal regulation using multivariate field data and found anger to be positively related to goal and sadness to be negatively related to goal after controlling for goal-performance discrepancies.

SinHui Chong, Michigan State University
Guilyun Park, Singapore Management University

Submitted by SinHui Chong, chongsin@msu.edu

227-6 Spreading Like Wildfire: Impact of Communication Channel on Emotional Contagion
In an online study, it was examined whether emotion or communication channel impacts emotion recognition or emotional contagion processes. Participants assumed the role of a newcomer receiving the first communication (text, audio, or video) from their supervisor. Recognition and contagion did occur via all communication channels.

Alexa J. Doerr, Auburn University
Malissa A. Clark, The University of Georgia
Daniel J. Svyantek, Auburn University

Submitted by Alexa Doerr, ajd0031@auburn.edu

227-7 The Curvilinear Relationship Between Self-Reported Emotional Intelligence and Job Performance
This poster demonstrates a non-monotonic (inverted U-shaped) relationship between self-reported emotional intelligence (EI) and supervisor-rated job performance. This result suggests that extremely high EI may constitute “too much of a good thing.”

David R. Glrum, University of Central Florida
Dana Joseph, University of Central Florida
Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitted by David Glrum, glrum@knights.ucf.edu

227-8 Racial Differences in Customer Service Expectations Explain Reactions to Inauthenticity
Service providers can be genuine or just “fake it” to customers. This poster proposes that Whites are more sensitive to inauthenticity than Blacks due to higher service expectations. A scenario experiment shows that customer race moderates whether inauthenticity reduces satisfaction and loyalty, and a survey supports racial differences in service experiences.

Lawrence Houston, Penn State University
Alicia A. Grandey, Pennsylvania State University
Katina Sawyer, Villanova University

Submitted by Lawrence Houston, lhouston@psu.edu

227-9 Implicit and Explicit Anger Regulation and Customer Service Performance
This poster examined effects of explicit, implicit, and no emotion regulation on anger and customer service performance. Results suggest implicit expression regulates the experience of anger better than explicit cognitive reappraisal and results in less negative affect displayed towards customers. Implicit suppression decreased positive affective displays relative to no regulation.

Genevieve Johnson, University of Oklahoma
Jane S. Thomas, University of North Carolina Charlotte
Shane Connelly, University of Oklahoma
Janaki Gooty, University of North Carolina Charlotte

Submitted by Genevieve Johnson, johnson.gen@ou.edu

227-10 Moderators of Stress Resulting from Abusive Supervision: A Cortisol Study
In a lab simulation, 328 Australian undergraduates completed an ability measure of emotional intelligence, then were supervised by mentors varying on trustworthiness (high/low) and style (abusive/supportive). Participants’ stress was measured with pre–post cortisol samples. Participants experiencing abuse were more stressed, but effects were moderated by emotional intelligence and mentor trustworthiness.

Jemma B. King, University of Queensland
Neal M. Ashkanasy, University of Queensland
Nicole Gillespie, University of Queensland

Submitted by Jemma King, king.jemma@gmail.com

227-11 Effects of Emotional Labor on Work Engagement Among Counseling Professionals

Kevin T. Mahoney, South Dakota State University
Jason Dahling, The College of New Jersey
Walter Buboltz, Louisiana Tech University

Submitted by Kevin Mahoney, ktmahoney1@yahoo.com

227-12 Emotional Intelligence at Your Service: Introduction and Validation of Nunchi
Two studies examined nunchi: the ability to identify the emotion and intention of others and responding in a manner that satisfies them. The English Nunchi Scale (ENS) was developed and verified through confirmatory factor analysis. Nunchi showed incremental validity beyond emotional intelligence in prediction of leader–member exchange and citizenship behavior.

JunSeok Song, Yonsei University
Young Woo Sohn, Yonsei University
Yeeun Choi, Yonsei University
Haiwon Lee, Yonsei University
Hyosun Lee, Yonsei University
Nayeon Kim, Yonsei University

Submitted by JunSeok Song, jsong96@gmail.com

227-13 Employee Responses to Customer Stressors and Resources During Service Encounters
Research on service employee–customer interactions has focused mostly on negative experiences. To understand the complexity of these interactions and how they shape employees’ emotions and behaviors, this qualitative study presents a comprehensive taxonomy of positively and negatively experienced customer interactions, on the basis of 274 critical incidents.

Ruth M. Stock-Homburg, Technische Universität Darmstadt
Bernd Marcus, University of Hagen

Submitted by Ruth Stock-Homburg, rsh@stock-homburg.de

227-14 (Mal)adaptive Emotion-Regulation Strategies and Psychological Contract Breach Reactions Over Time
This poster examines how 2 emotion-regulation strategies—reappraisal
and suppression—relate to changes in perceptions of psychological contract breach, feelings of violation, and organizational citizenship behavior. Weekly diary-survey data demonstrates that reappraisal is an adaptive, whereas suppression is a maladaptive strategy in unfolding reactions to breach over time.
Tim Vantilborgh, Vrije Universiteit Brussel
Yannick Griepp, Vrije Universiteit Brussel
Submitted by Tim Vantilborgh, tim.vantilborgh@vub.ac.be

227-15 Volunteer Emotional Labor and Burnout: The Importance of Good Colleagues
The volunteer rate in the U.S. has decreased over the past decade. Research shows that burned-out volunteers consider quitting. This poster examined and found that the presence of display rules related to surface acting and burnout. Further, being satisfied with one’s colleagues mitigated the effects of surface acting on burnout.
Stephanie A. Weddington, University of Nebraska-Omaha
Joseph A. Allen, University of Nebraska at Omaha
Lisa L. Scherer, University of Nebraska-Omaha
Submitted by Stephanie Weddington, sweddington@unomaha.edu

227-16 Emotional Labor’s Perks and Pitfalls: A Conservation of Resources Approach
This 2x2 study manipulated affect valence and emotional labor strategy. Hypotheses suggested that effortful acting should consume more psychological resources than genuine acting, and negative affect should consume more than positive. Emotional labor strategy influenced task satisfaction and flow outcomes, whereas affect valence impacted task satisfaction and subjective time.
Vivian A. Woo, Sirotan
Maura J. Mills, Hofstra University
Submitted by Vivian Woo, vwoo@sirotan.com

227-17 Network Characteristics and Emotional Contagion
Emotions can spread among employees through a contagion process. Although previous research has looked at individual difference variables as key predictors of emotional contagion, this paper suggests that researchers and practitioners need to give consideration to network-level factors in order to fully understand how emotional contagion occurs in organizations.
Eric J. Yochum, University of Arkansas
Submitted by Eric Yochum, eyochum@walton.uark.edu

227-18 Generic Situational Judgment Test Measuring Context-Independent Prosocial Implicit Trait Policies
This generic situational judgment test of implicit trait policies (ITPs) about prosocial professionalism includes items representing different occupations. Nevertheless, it showed good internal consistency confirming a common prosocial knowledge construct across occupations. Students prosocial ITP predicted their performance in nonoccupational social contexts supporting the context-independent nature of prosocial ITP.
Kamalika Ghosh, Rice University
Stephen J. Motowidlo, Rice University
Anjelica Mendoza, Rice University
Ashley Buchanan, Rice University
Mikal Lerma, Rice University
Submitted by Kamalika Ghosh, ghosh.kamalika@gmail.com

227-19 Who Benefits From Telework? Individual Differences and Telework Outcomes
This poster examined the within-person relationship between teleworking and affective well-being as well as 4 cross-level individual difference moderators. Results show that employees experience affective benefits from teleworking, but these benefits vary depending on several individual differences (openness to experience, trait rumination, and social connectedness outside of the workplace).
Amanda Anderson, George Mason University
Seth A. Kaplan, George Mason University
Ronald P. Vega, George Mason University
Submitted by Amanda Anderson, amandajanderson22@gmail.com

227-20 Testing the Relationship Between Volunteerism and Commitment Using Organizational Surveys
This paper explores the relationship between volunteerism and organizational commitment. It also tested the effect of survey instrument type on organizational commitment. Results from a field study indicate that volunteerism is strongly related to organizational commitment, but survey instrument type did not impact organizational commitment after controlling for employee characteristics.
Shawn M. Del Duco, Intel Corporation
Camille M. Estime, Intel Corporation
Submitted by Alexis Fink, alexis.a.fink@intel.com

227-21 Employee Reactions to a Volunteering Program: Mediated and Moderated Effects
Hypotheses were tested to explain changes in employees’ beliefs about their company’s identity after introducing a volunteering program. Beliefs about the company’s identity were linked to feeling proud about its community involvement. Employee pride predicted their organizational identification, moderated by prosocial identity, in turn predicting several job attitudes and behaviors.
David A. Jones, University of Vermont
Submitted by David Jones, da@bsad.uvm.edu

227-22 Bad Luck Reduces Perceived Psychological Distance and Increases Prosocial Behavior
Four studies explored the relationship between luck and prosocial behavior. Using archival, laboratory, and field data, it was found that individuals who recall or experience bad luck are more likely to behave prosocially. This effect is mediated by reduced psychological distance. Good luck, however, did not consistently predict prosocial behavior.
Sreedhar D. Desai, University of North Carolina at Chapel Hill
Jonathan E. Keeney, University of North Carolina
Submitted by Jonathan Keeney, jek@unc.edu

227-23 Distributive Justice for Volunteers: Extrinsic Outcomes Matter
Drawing on the employee justice literature, the role of distributive justice on volunteer intention to quit was examined. The indirect relationship between distributive justice and intention to quit through satisfaction was stronger for volunteers who placed lower rather than higher importance on extrinsic outcomes.
Christine J. Quick, University of Nebraska-Omaha
Lisa L. Scherer, University of Nebraska-Omaha
Joseph A. Allen, University of Nebraska-Omaha
Submitted by Christine Quick, cq@unomaha.edu

227-24 Moderating Effects of Volunteers’ Motives on Satisfaction and Burnout
Volunteers may not have the same motives as paid employees for working and remaining in an organization. This poster examined volunteer motives as moderators of the relationship between organizational constraints and work satisfaction, work engagement, and burnout. Results suggest motives moderate these relationships, particularly helping motives.
Kailey M. Perez, Illinois State University
Kimberly T. Schneider, Illinois State University
Kamila Gabka, Illinois State University
Ashley McCarthy, Illinois State University
Kelsey Stephens, Indiana University Purdue University at Indianapolis
Aaron Whitley, Illinois State University
F. Andrew Eichler, Illinois State University
Submitted by Kimberly Schneider, ktsche@ilstu.edu

227-25 Influence of Individual Differences on Sustainable Behavior Commitment and Engagement
Climate change knowledge, belief in science, green self-efficacy, commitment to environmental sustainability, and self-reported sustainable behaviors were examined. Green-self-efficacy scale was developed to assess individual beliefs. A hierarchical regression indicated green self-efficacy and commitment to environmental sustainability mediate the relationship between climate change knowledge and sustainable behavior relationship.
227-26 Stepping Up or Stepping By: Bystander Intervention in Sexual Assault
This poster tested a psychological process in which command intolerance of sexual harassment/assault has direct and indirect effects on bystander intervention. Results revealed that low-Conscientiousness personnel paid attention to proximal cues (i.e., their coworkers) rather than distal cues (i.e., their leaders) in determining to what extent to intervene.
Amanda L. Palmer, University of Houston
L. A. Witt, University of Houston
Daniel P. McDonald, Defense Equal Opportunity Management Institute
Submitted by L. Witt, witt@uh.edu

227-27 Climate for Environmental Management and Environmental Management Effectiveness
Integrating organizational climate and environmental management theories, this poster examines climate for environmental management (CEM) and its relation to corporate environmental management effectiveness. Results suggest that CEM relates positively to environmental management effectiveness through ecological behavior at the individual level. Implications and limitations are discussed.
David B. Zoogah, Morgan State University
Submitted by David Zoogah, david.zoogah@morgan.edu

227-28 Ecological Transcendence and Ecological Behavior
Based on 176 responses of employees from 46 organizations, it was found that ecological transcendence has a sigmoidal relationship with ecological behavior suggesting deficiency, goading, and lulling effects. Implications for theory and practice are discussed.
David B. Zoogah, Morgan State University
Submitted by David Zoogah, david.zoogah@morgan.edu

228. Panel Discussion: 4:30 PM-5:50 PM
Grand C
Anti-Talent Management: Radical Solutions for Changing Times
Organizations are under pressure to simplify and streamline the impact of their talent processes. The result is often a call for radical change or elimination of core I-O practices. This session brings together experienced practitioners to discuss examples, challenges, and solutions to these “anti-talent management” requests from clients.
Allan H. Church, PepsiCo, Chair
Sharon Arad, Cargill, Panelist
Alan L. Colquitt, Eli Lilly & Company, Panelist
Deb De Vries, Jet Blue Airways, Panelist
Julie A. Fuller, Nike, Inc., Panelist
Deb De Vries, Jet Blue Airways, Panelist
Allan M. Kamin, GE, Panelist
Jessica L Saltz, BNP Paribas, Panelist
Submitted by Allan Church, allan.church@pepsi.com

229. Panel Discussion: 5:00 PM-5:50 PM
302-304
Volunteer Program Assessment: Lessons Learned and Opportunities From I-O Outreach
This session provides information about the Volunteer Program Assessment (VPA), an innovative initiative that expands I-O to nontraditional audiences. Using student consultants, the VPA provides nonprofits with information about the perceptions and concerns of its volunteer workforce. Topics will include strategic start-up issues, lessons learned, operational concerns, and future opportunities.
Joseph A. Allen, University of Nebraska at Omaha, Co-Chair
Mark L. Poteet, Organizational Research & Solutions, Inc., Co-Chair
Tammy D. Allen, University of South Florida, Panelist
Lisa Finkelson, Northern Illinois University, Panelist
Emily S. Medvin, George Mason University, Panelist
Submitted by Mark Poteet, mlpoteet@verizon.net

230. Panel Discussion: 5:00 PM-5:50 PM
305-306
Realigning Careers With Today’s Reality
Panelists will share how organizations are aligning career practices with employee and market demands, discuss how our profession is equipped with a research-based perspective to bring value to the area of careers, and provide insight for those working in this area. The panel includes diverse organizations and an academic viewpoint.
Miriam T. Nelson, Ann Hewitt, Chair
Jennifer J. Brown, Google, Panelist
Emma Dawson, LinkedIn, Panelist
Jeffrey H. Greenhaus, Drexel University, Panelist
Bill Huffaker, General Motors, Panelist
Submitted by Miriam Nelson, miriam.nelson@aonhewitt.com

231. Symposium/Forum: 5:00 PM-5:50 PM
309-310
Research on Noncognitive Predictors: The Military Context
There is ample evidence that noncognitive predictors may play a vital role in effective personnel selection. This symposium showcases innovative research that explores the relationship between several noncognitive predictors and a variety of work-related outcomes in a military context. Implications for military personnel selection are discussed.
Wendy Darr, Department of National Defence, Chair
Heather M. Mullins, George Mason University, Tonia S. Heffner, U.S. Army Research Institute, Leonard White, U.S. Army Research Institute for the Behavioral and Social Sciences, Temperament and the prediction of performance: A longitudinal assessment
Michelle L. MacArthur, Canadian Armed Forces, Janet Mantler, Carleton University, The Association of Person–Environment Fit and Work-Related Attitudes
Victor M. Catano, Saint Mary's University, Soo Sutherland, Royal Military College of Canada, Rob Francis, Royal Military College of Canada, Damian O'Keefe, Saint Mary's University, Validation of a Personality-Based Integrity Scale
Wendy Darr, Department of National Defence, Anna Ebel-Lam, Department of National Defence, Rod Doucel, Canadian Armed Forces, How Does Extraversion Influence Training?
Submitted by Wendy Darr, wendy.darr@forces.gc.ca

232. Symposium/Forum: 5:00 PM-5:50 PM
401-403
Innovative Strategies for Minimizing Adverse Impact
Organizations need to be vigilant in their methods of evaluating and addressing adverse impact. The presentations in this symposium discuss results of real-world studies examining new and innovative methods and strategies to minimize the effects of adverse impact within multiple assessment systems including performance appraisals, assessment centers, and selection systems.
Joshua D. Hatfield, ICF International, Co-chair
Paige J. Deckert, Pennsylvania State University, Co-Chair
Joshua D. Hatfield, ICF International, Choni S. Gurira, IRS, Jennifer L. Harvey, ICF International, Examining Adverse Impact in Selection Systems Using High-Fidelity Animations
Shujing Huang, ICF International, Robert E. Ployhart, University of South Carolina, ADVERSE IMPACT: Rating Scale Points Versus Means
Mirna Lee, Illinois Institute of Technology, Scott B. Morris, Illinois Institute of Technology, Assessing the Situational Specificity of Adverse Impact
Submitted by Joshua Hatfield, hatfield.jd@gmail.com
233. Panel Discussion: 5:00 PM-5:50 PM
407-409
One Size Does Not Fit All: Strategies for Setting Cutoffs
This session poses engaging questions to stimulate discussion about stand-
ard setting strategies currently used in a variety of employment settings.
Panelists offer a wide range of perspectives, including experience in both
public and private sectors and different types of exams. Topics will include
methods employed, advancements, challenges, and SME involvement.
Penelope C. Palmer, PSI Services LLC, Chair
Monica Elliott, PSI Services LLC, Panelist
Kevin R. Reindl, Pacific Gas & Electric, Panelist
Scott M. Reithei, APT, Inc., Panelist
Mary Gevorkian, Southern California Gas Company, Panelist
Submitted by Monica Elliott, melcott@psioline.com

234. Panel Discussion: 5:00 PM-5:50 PM
Franklin 09
Chronic Pain in the Workplace: I-O Research and Practice Opportunities
Chronic pain is an important topic, given numbers of people affected
and implications for work disability. Yet, it has received little attention
from I-O psychologists. The goals of this session are to briefly outline existing
research, discuss ongoing work in this area, and stimulate conversation
about research and practical interventions.
Virginia E. Pitts, Shippensburg University, Chair
Alyssa McGonagle, Wayne State University, Co-Chair
Lois E. Tetrick, George Mason University, Panelist
Joy Beatty, University of Michigan-Dearborn, Panelist
William Shaw, Liberty Mutual Research Institute for Safety, Panelist
Alyssa McGonagle, Wayne State University, Panelist
Submitted by Virginia Pitts, vepitts@ship.edu

235. Symposium/Forum: 5:00 PM-5:50 PM
Franklin 10
What the Doctor Ordered: Behavior Scorecards for Healthcare
Teamwork
I-O psychologists are uniquely positioned to lead in the development of
teamwork behavior assessments for healthcare, where assessment lags
legislation and accreditation requirements for practice and training. New
tools and programs include a teamwork behavioral marker system for
critical care, performance assessments of interprofessional competen-
cies, and a TeamSTEPPS training program.
David N. Dickter, Western University of Health Sciences, Chair
Michael A. Rosen, Johns Hopkins University School of Medicine, Aaron S.
Dietz, University of Central Florida, Rhonda Wyskriel, Johns Hopkins University
School of Medicine, Pedro Alejandro Mendez-Tellez, Johns Hopkins University
School of Medicine, Cindy Dwyer, Johns Hopkins University School of Medicine,
Eduardo Salas, University of Central Florida, Peter Pronovost, Johns Hopkins
University School of Medicine, Evaluating Teamwork in Critical Care Using a
Behavioral Marker System
Deborah DiazGranados, Virginia Commonwealth University, Kelly Lockeman,
Virginia Commonwealth University, Alan Dow, Virginia Commonwealth
University, Developing an Assessment for Interprofessional Competency
David P. Baker, IMPAQ International, Training Patients for Safer Care
David N. Dickter, Western University of Health Sciences, Sorrel Stielstra, West-
ern University of Health Sciences, Assessing Collaboration Using a Team
Observed Structural Clinical Examination (TOSCE)
Submitted by David Dickter, ddcikter@westernu.edu

236. Panel Discussion: 5:00 PM-5:50 PM
Grand A
Motivating Leaders to Develop: Research and Practice
This session will present grounded advice to those responsible for devel-
oping leaders—teachers, mentors, senior managers, and consultants—
regarding the motivations of leadership trainees. Topics will range from
providing feedback to managers that motivates leadership development,
to coaching through leadership challenges, to motivating leaders during
developmental exercises.
David M. Wallace, George Mason University, Co-Chair
Stephen J. Zaccaro, George Mason University, Co-Chair
David V. Day, University of Western Australia, Panelist
Lisa Dragoni, Cornell University, Panelist
Richard L. Griffith, Florida Institute of Technology, Panelist
Neta Moyer, PDRI, a CEB Company, Panelist
Submitted by David Wallace, dwallac8@gmu.edu

237. Alternative Session Type: 5:00 PM-5:50 PM
Grand B
SkyNet’s Emergence: Can Computers Score Essays as Well as Raters?
This session presents a field study wherein researchers “trained” a com-
puter to score candidates’ narrative essays in a manner as reliable and
construct-valid as human raters. Following an overview of theoretical/
technological advances enabling this effort, the setting, and how this was
accomplished, implications for personnel selection will be discussed.
Michael C. Campion, University of South Carolina, Co-Chair
Michael A. Campion, Purdue University, Co-Chair
Matthew H. Reider, Reider Research/Campion Services, Inc., Presenter
Emily D. Campion, University at Buffalo, The State University of New York, Presenter
Submitted by Michael Campion, michael.campion@grad.moore.sc.edu

238. Roundtable Discussion/Conversation Hr: 5:00 PM-5:50 PM
Grand I
Executive Roles: Do the Same Rules Apply?
Executive roles present a unique challenge for I-O practitioners, and
failure rates suggest that we have not yet effectively met the challenge.
This session will open with lessons learned and shift to audience discus-
sion and exploration of proven techniques and practices for executive
selection, evaluation, and development.
Susan W. Stang, PSI Services LLC, Host
Joseph D. Abraham, PSI Services, LLC, Host
Submitted by Susan Stang, SStang@psionline.com

239. Special Events: 5:00 PM-5:50 PM
Grand J
Distinguished Early Career Contributions-Practice Award:
Selection and Assessment: Use-Inspired Research and
Science-Based Practice
Emerging trends in talent management, innovations in talent measure-
ment, and the intersection between technology and testing have given
rise to an integrated science, practice, and advocacy agenda for selec-
tion and assessment practitioners. Examples of developments in these
areas are discussed, along with their benefits to candidates, employers,
and assessment providers.
Craig R. Dawson, CEB, Host
Tracy Kantrowitz, CEB, Presenter
Submitted by Craig Dawson, craigdawson@yahoo.com

240. Symposium/Forum: 5:00 PM-5:50 PM
Grand K
How to Have IMPACT: Turning Survey Data Into Culture Change
The culture of an organization is vital to its long-term effectiveness.
The assessment of organizational culture using employee surveys is
becoming increasingly common. The cases presented here highlight
best practices and case examples in leveraging employee survey data for
organizational culture change.
Alice Wastag, Denison Consulting, Chair
Steve Weingarden, BCBSM, Blue Cross Blue Shield of Michigan: Planning
for Results
Meisha-ann Martin, JetBlue Airways, Kevin Lou, JetBlue Airways, Marc Vicino,
JetBlue Airways, Improving Operational Leaders’ Action Planning Self-Effi-
cacy and Perceived Effectiveness
Justin G. Black, Siroti, Michelle Corman, Siroti Survey Intelligence/Baruch
College, Effective Survey Action-Taking Practices and Why They Work
Submitted by Alice Wastag, alicewastag@yahoo.com
241. Panel Discussion: 5:00 PM-5:50 PM

Grand L

Using Scientific Research and Best Practices to Drive Competency-Based Solutions

Many companies use competencies for performance management, but surprisingly, few I-O psychologists are involved in developing and managing these systems. With competencies, research is lagging behind business. This panel brings professionals together to explore how we can more effectively use scientific research and best practices to inform competency-based business solutions.

Blaine H. Gaddis, Hogan Assessment Systems, Chair
April R. Holland, FurstPerson, Panelist
Stephen Nichols, Hogan Assessment Systems, Panelist
Juan I. Sanchez, Florida International University, Panelist
Thomas H. Stone, Oklahoma State University, Panelist
Kari R. Strobel, Society for Human Resource Management, Panelist

Submitted by Blaine Gaddis, bgaddis@hoganassessments.com

242. Special Events: 5:00 PM-5:50 PM

Independence Ballroom

Invited Session: Future of HR from the Perspective of Technology Startups

In 2013, startups raised $600 million to fund development of new HR technology, from applicant tracking and video interviewing to culture management and employee development software. This “HR technology renaissance” is changing how organizations hire and manage employees. Panelists will present their disrupting technology and discuss how it’s changing HR.

Martin Lanik, Pinsight, Chair
Matt Barney, LeaderAmp, Panelist
Natalie M. Baumgartner, RoundPegg, Panelist
Greg Moran, Chequed.com, Panelist
Christy Smith, Pinsight, Panelist
Imo Udom, WePow, Panelist

Submitted by Martin Lanik, martin.lanik@pinsight.biz

243. Symposium/Forum: 5:00 PM-5:50 PM

Liberty AB

Understanding Big Data: Emerging Approaches to Data Interpretation

Expert scientist–practitioners will describe best practices in and novel approaches to the interpretation of an immense volume of continuously generating data from diverse sources. The discussion of data visualization, multimodal information interfaces, and the implications of these interpretive lenses for selection will provide innovative tools that leverage big data.

Eden B. King, George Mason University, Chair
Scott Tonidandel, Davidson College, Chair
Evan F. Sinar, Development Dimensions International (DDI), Must-See DV: Data Visualization to Reveal Research Insights
Jeffrey M. Stanton, Syracuse University, Multimodal Information Interfaces for Exploration of Large Data Sets
Fred Oswald, Rice University, All Data Big and Small: Implications for Organizational Science

James M. LeBreton, The Pennsylvania State University, Discussant

Submitted by Eden King, eking6@gmu.edu

244. Symposium/Forum: 5:00 PM-5:50 PM

Liberty C

Using Teaching Technology in the I-O Classroom

The educational technology boom is alive and kicking and I-O faculty can benefit from practical, actionable advice. We will provide concrete examples of readily accessible teaching technologies—including Skype, Blackboard’s blog platform, PowerPoint’s recording function, and Twitter—and provide recommendations to use them successfully.

Jennifer Bunk, West Chester University, Chair
Gary Giumetti, Quinnipiac University, “Virtual Visits”: Providing I-O Undergraduates a Preview of Consulting-Based Careers
Carrie A. Bulger, Quinnipiac University, Collaboration in an Online Course: Virtual Teams in I-O Psychology
Wendi J. Everton, Eastern Connecticut State University, Recorded Lectures and Videos (and Strategies When They “Break”)
Jennifer Bunk, West Chester University, Tweeting in Your I-O Class: Suggestions for Successful Implementation

Peter D. Bachiochi, Eastern Connecticut State University, Discussant

Submitted by Peter Bachiochi, bachiochip@easternct.edu

DON’T MISS
THE EXHIBIT HALL!

FRANKLIN HALL
10:00 AM to 5:30 PM Thursday
8:30 AM to 5:30 PM Friday

Over 50 of the best businesses and organizations affiliated with I-O psychology will be exhibiting at this year’s conference.

Don’t miss this unique opportunity to see what they have to offer!
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**New from Cambridge**

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<td><strong>Strategic Talent Management</strong></td>
<td>Nic Burch, Robert MacIntosh</td>
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Receive a 20% discount on these and other conference titles at [www.cambridge.org/siop](http://www.cambridge.org/siop)

Visit the Cambridge University Press stand at SIOP 2015 to discover more
Maintain Balance

Next Generation Personnel Risk Measures from General Dynamics Information Technology

For decades, General Dynamics IT’s Human Capital Risk Management team has helped organizations address their talent needs while balancing human capital risk exposures. We now offer next generation personnel risk measures, designed to be in compliance with EEOC guidance and legislative mandates, to help reduce unethical behavior, cybersecurity risks, collusion with external threats and more. These new measures help organizations meet today’s personnel selection, placement, and development challenges.

You know us for both our talent management assessments focused on improved leadership, teamwork, sales and service performance, and our risk management assessments which help minimize losses due to employee theft, counterproductivity, accidents, violence, turnover, illicit drug use, and more.

Visit us in Booth #506 to discuss how our assessments, surveys and custom solutions – including our newest personnel risk management measures – can help you maintain balance.

Please plan to join us for:

Mobile Devices in Talent Assessment: The Next Chapter
I-O research of mobile devices used in talent assessment must evolve in tandem with the technology. Therefore, this session will introduce the next chapter of mobile device testing research by providing the latest usage trends and zeroing in on the specific variables impacting equivalence, performance, and reactions.

Saturday, April 25, 2015, 1:30 p.m. - 2:50 p.m., Grand L

Presenters include: Kelly Dages, General Dynamics IT, John Jones, General Dynamics IT, Nael Morelli, Logi-Serve LLC, Tara McClure, Aon Hewitt, Brandy Parker, Johnson & Johnson, Cavan Gray, University of Georgia, Sara Lambert Gutierrez, CEB and others.

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GENERAL DYNAMICS
Information Technology
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The premiere Industrial-Organizational recruiting firm specializes solely in filling applied jobs for I-O psychologists. We discretely contact you to keep you aware of advancement opportunities that fit your specific needs and wants. Even if you are content in your current position, we let you know what roles may interest you so you don’t miss out on your dream job.

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The American Institutes for Research’s (AIR) Workforce and Lifelong Learning program has been at the forefront of applied research to improve the performance of individuals and organizations. AIR, a not-for-profit organization, has focused on this critical need for more than 60 years since our founder, John Flanagan, began developing combat pilot selection procedures to identify candidates who were best suited for these high-stress jobs.

Through innovative research and the application of evidence-based practices, AIR’s Workforce and Lifelong Learning program supports the development of high performing individuals, teams, and organizations. Our work encompasses the entire employment life cycle—workforce preparedness, recruitment, selection, performance management, training, retention, and more—and provides our public and private sector clients with unique insight and solutions. Our experts apply research-based principles in developing the knowledge, tools, systems, and programs required for maximizing human and organizational potential in the 21st century.

Our recent accomplishments include important work in the following areas:

- Job analysis
- Competency modeling
- Selection
- Performance management
- Talent management systems
- Training
- Workforce development
- Organizational effectiveness
- Human factors and usability testing
- Program evaluation

We are seeking Master’s and Ph.D. I/O Psychologists for current openings. AIR offers an excellent compensation and benefits package, including a fully-funded retirement plan, generous paid time off, tuition assistance, and more. An equal opportunity employer.

To apply, please visit www.air.org.
A smarter workforce sold reels and reels of fishing line.

Selling hunting, fishing and outdoor gear in a crowded market takes guts. But staying ahead of the pack—that takes smarts. So when Cabela’s, the world’s foremost outfitter, decided to invest in its retail division, IBM was called in to understand how the company could get the right people who would fit its culture and maximize its profits. Our first step was to learn its business and study its culture. Then we put the tools and solutions in place to attract the right candidates, hire the right people and engage existing employees to drive performance. So what was the big payoff? In just one year, Cabela’s saw employee engagement scores increase five percent overall and low-scoring groups increase by double digits. And as engagement rose, so did sales per labor hour, resulting in millions of dollars more in sales each year. And over five years, the company saw total shareholder return also rise by double digits. By partnering with us, Cabela’s realized the promise of a Smarter Workforce—the promise that the smarter your workforce is, the more your business can grow.

Every company’s story is different. But every story begins somewhere. One of our Smarter Workforce Solution Architects will help you discover how you can create your own Smarter Workforce story at ibm.com/SmarterWorkforce

A Smarter Workforce for a Smarter Planet.

Employee surveys just got a whole lot better.

Visit us at booth #604
SATURDAY SPECIAL EVENTS: **UPDATED!**

CONTINENTAL BREAKFAST: 5th Level Prefunction
7:30AM TO 8:30AM

SPEAKER READY ROOM: Room 301
8:00AM TO 3:00PM

CLOSING PLENARY: Grand Ballroom
4:30PM TO 5:30PM

PHILADELPHIA BANDSTAND CLOSING RECEPTION: Grand Ballroom
6:00PM TO 8:00PM
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<td>250 Getting What's Needed from SMEs: Models &amp; Insights</td>
<td>251 Groups/Teams</td>
<td>252 The Leaky Pipeline: Rotating STEM Women</td>
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<td>8:30 AM</td>
<td>253 Executive Development</td>
<td>254 Gamification of HR Processes: Three Case Studies</td>
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<td>256 Work-Family Issues in the Aging Workforce</td>
<td>262 Intra- and Interpersonal Effects of Mindfulness</td>
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<td>264 Applicant Reactions in Global &amp; Modern Contexts</td>
<td>271 Why You Should be Concerned About Te</td>
<td>272 Motivation/Compensation</td>
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<td>10:00 AM</td>
<td>273 High Stakes Scenarios</td>
<td>274 Linking Employee Health to Workplace Outcomes</td>
<td>275 Innovative IRT models for org. res. &amp; practice</td>
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<td>10:30 AM</td>
<td>276 Employment Test Fraud: It Can Happen to You!</td>
<td>287 TO in the Multidisciplinary World</td>
<td>288 Getting Started With R</td>
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<td>11:00 AM</td>
<td>289 Leadership</td>
<td>290 Incovity: Context Matters</td>
<td>291 Changes in Testing - Experiences &amp; Challenges</td>
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<td>292 Recent Work and HWP</td>
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<td>301 Strategic HR Job Analyst/Performance Management</td>
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<td>310 Late Careers Decisions</td>
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<td>313 What Matters: Dark Triad Maladaptive for Work?</td>
<td>314 Instant Meta Analyses Using metaBUS</td>
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**Philadelphia Bandstand Closing Reception**

Dance the night away in the city where it started!

Close out SIOP 2015 with food, friends, and flashbacks to the good old days of rock and roll!
Executive, Franklin 08, 3:30 PM
349 "Just the Facts Ma’am": Presenting Data Insights to Senior
Development, Grand I, 12:00 PM
267 Chains to Ignite Organizations, Liberty C, 10:30 AM
300 Invited Session: Research This! Casting Aside the Publication
and Emerging Trends, 401-403, 9:00 AM
263 Driving Leadership Impact Through Executive Coaching: Current
Franklin 08, 8:00 AM
333 #Virtual Team Development: Applying the Science, 305-306, 3:30 PM
267 Teams on Ice: Team Research in Spaceflight Analogs, Grand A, 1:30 PM
263 Nurse Interactions With Peers, Physicians, and Patients: Training
Teams, Grand J, 8:30 AM
265 Master Collab: Global I Meets Global O: Research and Practice on
Global/International/Cross-Cultural Issues
350 Innovations in Emotional Labor, Franklin 09, 3:30 PM
348 Moving Forward With Employee Engagement, 407-409, 3:30 PM
299 Faces in a Crowd: Data Aggregation Issues in Legal Scenarios,
Franklin 10, 9:00 AM
294 Communities of Work Psychologists Outside the US, Grand I, 10:30 AM
279 I-O Women Ignite: Stories of Midcareer Challenges and
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318 From Fix It to Mission Critical: the Evolution of Coaching in
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349 “Just the Facts Ma’am”: Presenting Data Insights to Senior
Executives, Franklin 08, 3:30 PM
Consulting Practices/Ethical Issues
257 Guidelines for Ethical Research in the Age of Big Data, Liberty AB,
8:00 AM
271 Why I-O Psychologists Should Be Concerned About
Telespychology, Franklin 10, 9:00 AM
273 Consulting in High Stakes Scenarios: Lessons Learned, Grand A,
9:00 AM
293 The Best of Frencemies, Grand D, 10:30 AM
301 Poster 1, Franklin Hall, 11:30 AM
351 The Healthcare Challenge: Implementing Talent Initiatives in a
Data-Driven Industry, Franklin 10, 3:30 PM
Counterproductive Behavior/Workplace Deviance
245 New Directions in Workplace Incivility Research, 309-310, 8:00 AM
270 Personal and Contextual Factors in Understanding Workplace
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290 Context Matters: New Perspectives in the Study of Incivility,
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350 Innovations in Emotional Labor, Franklin 09, 3:30 PM
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332 Poster 1, Franklin Hall, 1:30 PM
Global/International/Cross-Cultural Issues
265 Master Collab: Global I Meets Global O: Research and Practice on
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294 Communities of Work Psychologists Outside the US, Grand I, 10:30 AM
289 Poster 1-2, Franklin Hall, 12:30 PM
298 Getting Started With R: An Interactive and Hands-On Tutorial,
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305 What’s Trending at Work: Longitudinal Workforce Analytics,
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252 Mending the Leaky Pipeline: Retention Interventions for Women in
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295 Gendered Experiences in STEM: Understanding Drivers of Staying
and Leaving, Grand J, 10:30 AM
334 Implementing Diversity and Inclusion Practice in Organizations:
Challenges and Opportunities, Grand B, 1:30 PM
Innovation/Creativity
302 Intrapreneurship: Fostering Innovation in Big Organizations,
302-304, 12:00 PM
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268 Making Competency Models Stick With Proven Results, 407-409,
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283 Making Strategic Job Analysis Strategic, 401-403, 10:30 AM
301 Posters 2-9, Franklin Hall, 11:30 AM
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272 Poster 3, Franklin Hall, 9:00 AM
348 Moving Forward With Employee Engagement, 407-409, 3:30 PM
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346 Deciphering the Meaning of Adaptation Through the Context of
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253 Innovations in Executive Development: Fueling Corporate Growth,
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289 Posters 2-22, Franklin Hall, 10:30 AM
317 Strategic Leadership in Organizations: Future Directions for
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323 New Developments in Abusive Supervision Research, 302-304,1:30 PM
339 Using Networks to Influence People and Ignite Change, Grand K,
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347 High-Potential Programs: Design, Practical Applications, and
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354 Executive Board Special Session: SIOP Living History Series: An
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355 Closing Plenary, Grand E-H, 4:30 PM
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306 Legal Defensibility of Selection Practices, 404, 12:00 PM
335 Using Background Checks in the Employee Selection Process,
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275 Innovative IRT Models for Organizational Research and Practice,
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299 Faces in a Crowd: Data Aggregation Issues in Legal Scenarios,
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305 What’s Trending at Work: Longitudinal Workforce Analytics,
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342 Big Data or Big Deal: Conducting Impactful Research in
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327 Cognitive Science: Fertile Grounds for I-O, 404, 1:30 PM
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<td>313 What Makes the Dark Triad Maladaptive for Work?, Grand C, 12:00 PM</td>
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<td><strong>Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)</strong></td>
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<td>320 Thrive in Big Data: Change in I-O’s Mindset and Toolset, Liberty AB, 12:00 PM</td>
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<td>338 New Developments in Rater Training Research, Grand J, 1:30 PM</td>
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<td><strong>Work and Family/Nonwork Life/Leisure</strong></td>
<td>256 Work-Family Issues in the Aging Workforce: Trends and Consequences, Grand L, 8:00 AM</td>
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<td>285 Current Research Developments in Work–Nonwork Boundary Dynamics, 407-409, 10:30 AM</td>
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<td>312 Working Moms and Dads: Trials, Tribulations, and Coping Strategies, Grand B, 12:00 PM</td>
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<td>331 Rethinking Recovery: New Trends, Extensions, and Considerations, Franklin 10, 1:30 PM</td>
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<td>344 Resources for Students in Managing Work, School, and Family Roles, 302-304, 3:30 PM</td>
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New Directions in Workplace Incivility Research

In this session, a series of 3 studies highlight the current developments and future directions of workplace incivility research. These studies utilize various research designs to explore previously unanswered questions in the workplace incivility literature and provide insights into the individual and contextual factors that influence outcomes of incivility.

Kathi N. Miner, Texas A&M University, Chair
Robert L. Wooderson, Texas A&M University, Co-Chair
Craig D. White, Texas A&M University, Co-Chair
Craig D. White, Texas A&M University, Chair
Kathi N. Miner, Texas A&M University, Co-Chair

Demographic Dissimilarity, Customer Incivility, and Burnout: A Moderated Mediation Model

Benjamin M. Walsh, University of Illinois at Springfield, Olga L. Clark, University of Hartford, A Multilevel Assessment of Civility Climate’s Factor Structure and Outcomes
Looe S. Gervais, University of Manitoba, M. Sandy Hershcovis, University of Manitoba, Effects of Target Competence on Witness Reactions to Workplace Incivility

Lila M. Cortina, University of Michigan, Discussant
Submitted by Craig White, cwwhite2715@gmail.com

Encouraging Learning Organizations

The most effective organizations must continually learn and adapt. This can occur in a variety of ways that go well beyond traditional training. This symposium will include a review and discussion of 3 projects meant to encourage development of learning organizations through a variety of means. Ray Morath, ICF International, Darcy Lilley, U.S. Air Force, Donald Zimmerman, ICF International, Carey Burke, ICF International, Candace Blair Cronin, ICF International, Transforming the U.S. Air Force AMC Into a Learning Organization
Megan Poore, Global Skills Exchange Corporation, Amanda Hall, National Institute of Corrections, Lance E. Anderson, C² Technologies, Inc., Development a Self-Assessment Tool for Learning Professionals

Timothy Buckley, U.S. Securities and Exchange Commission, Discussant
Submitted by Lance Anderson, landerson@skilldsamo.com

Multiple Stakeholders and the Gap between Research and Practice

This session will examine the role that multiple stakeholders play in the implementation of selection systems and uncover what factors contribute to the gap between research and practice. Then panelists will explain what pragmatic methods they have used to address this issue and discuss future research possibilities.

Damon Drown, Findly, Co-Chair
Fedra Galustian, Findly, Co-Chair
Kevin R. Reindl, Pacific Gas & Electric, Panelist
Kevin B. Tamanini, Development Dimensions International (DDI), Panelist
Ann M. Nakamura, Union Pacific, Panelist
Alicia M. Allegrini, PSI Services LLC, Panelist

Submitted by Damon Drown, damon@findly.com

Practical Recommendations for Enhancing Leadership Coaching

Leadership development coaching is a widely used practice for increasing leader effectiveness within an organization. This symposium provides both research and a practitioner perspective regarding leadership coaching best practices. It presents recommendations from experienced coaches as well as qualitative data documenting suggestions for improving coaching sessions from coaching participants.

Heather M. Bolen, Hogan Assessment Systems, Co-Chair
Karen M. Fuhrmeister, Hogan Assessment Systems, Co-Chair
Ben Dattner, Dattner Consulting, LLC, The Context for Successful Executive Coaching: Defining the Coach’s Role
Levi R. Nieminen, Denison Consulting, Rodrigo Del Campo, Alto Impacto, Putting it All Together: Coaching on Personality, Competencies, and Culture
David B. Peterson, Google, Discussant
Submitted by Karen Fuhrmeister, kfuhrmeis@gmail.com

Taking Total Worker Health to the Streets

Traditionally, health promotion and injury prevention programs have operated within separate departments in large organizations. Despite the clear business case for integration, many organizations have not adopt comprehensive health programs. This panel will address opportunities and challenges around integrating health promotion and protection programs from multiple viewpoints.

Jessica D. Wooldridge, University at Albany, SUNY, Co-Chair
Veronica S. Harvey, Aon Hewitt, Co-Chair
Carol F. Shoppta, Missouri State University, Panelist
Jeannie A.S. Nigam, NIOSH, Panelist
Autumn D. Krauss, Sentis, Panelist

Submitted by Jessica Wooldridge, jwoolridge@albany.edu

Getting What You Need from SMEs: Models, Recommendations, and Insights

I-O professionals rely heavily on SMEs in assessment development, but obtaining the information required to develop valid and reliable assessments is often more art than science. In this interactive discussion, assessment development experts will share 4 models for managing SME interactions and provide recommendations for addressing common challenges.

Kimberly Acree Adams, American Institutes for Research, Chair
Alexander Alonso, Society for Human Resource Management, Panelist
Robert I. Driggers, CEB, Panelist
Lorin M. Mueller, Federation of State Boards of Physical Therapy, Panelist
Liberty J. Munson, Microsoft, Panelist

Submitted by Kimberly Adams, kadams@air.org

The Influence of Power Values Diversity on Team Performance

Despite their foundational role in underlying attitudes toward social influence, little research has investigated power values in teams. In 80 teams, differences in power values predicted performance when moderated by achievement values. The relationship between power values diversity and team performance was positive/negative when mean achievement values were high/low, respectively.

Kent K. Alipour, Pennsylvania State University
Susan Mohammed, Pennsylvania State University
Sumita Raghuram, Pennsylvania State University

Submitted by Kent Alipour, kka124@psu.edu

Five-Facet Mindfulness and Performance in Distributed Teams

This study explored for the first time relationships between 5-facet mindfulness and team performance. Results indicated that the describe factor, the ability to use words to describe one’s inner feelings and experiences, was a positive predictor of team performance. A second factor, acting with awareness, approached significance.

Nathan Bjornberg, Old Dominion University
Donald D. Davis, Old Dominion Univ

Submitted by Nathan Bjornberg, nbjor001@odu.edu
251-3 Leadership and Communication as Antecedents of Shared Mental Models
In an experiment, teams working on a complex building block task were assigned to leaders displaying different dimensions of transformational leadership. Their interaction was recorded and coded as task or team related. Leadership and team communication content were related to teams' shared mental models, and mediation effects were found.
Kathleen Boies, John Molson School of Business, Concordia University
John Fiset, Concordia University
Submitted by Kathleen Boies, kathleen.boies@concordia.ca

251-4 Personality and Task Conflict: Building Teams That Deal With It
This study investigates the moderating role of personality in the relationship between task conflict and team processes. The findings show support for the use of narrow personality facets in explaining the complex effects of team conflict. Facets of Neuroticism, Openness, and Extraversion mitigated the negative impact of conflict on processes.
Jared M. Quinn, Central Michigan University
Matthew I. Brown, Central Michigan University
Stephen O. Attar, Central Michigan University
Matthew S. Prewett, Central Michigan University
Misty M. Bennett, Central Michigan University
Submitted by Matthew Brown, brown2mi@cmich.edu

251-5 Unraveling Ties That Link Extraversion and Proactive Performance in Teams
This poster examined the energizing relationships individuals develop with their teammates to explain why extraverts are seen as behaving proactively. It studied teams from formation to disbanding and found the number of energizing relationships mediated the extraversion–proactive performance relationship. However, these effects were contingent on the amount of team conflict.
Kristin L. Cullen, Center for Creative Leadership
Hannes Leroy, Cornell University
Alexandra Gerbasi, Grenoble École de Management
Submitted by Kristin Cullen, cullenk@ccl.org

251-6 Relative Importance of Teamwork Features: A Meta-Analytic Path Analysis
Despite its prevalence in organizational research, little is known regarding the relative importance regarding the features of teamwork (e.g., communication, cohesion, leadership). This poster provides meta-analytic findings of their direct and relative influence on team performance ($N = 1,367$). Specifically, coordination and conflict emerged as key features of teamwork in relation to performance.
Jennifer Feitosa, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida
Heather K. Holden, U.S. Army Research Laboratory
Joan H. Johnston, U.S. Army Research Laboratory
Submitted by Jennifer Feitosa, jfeitosa@ist.ucf.edu

251-7 Demographic Faultlines’ Influence on Team Performance: Examining Multiple-Mediator Relationships
This poster examined the influence of demographic faultlines on team performance ($N = 60$ teams). Results indicated that faultline strength was indirectly and negatively related to team performance through task and relationship conflict, team reflexivity and negative mood. Moreover, findings revealed that faultline strength influences team performance through 3 different paths.
Vicente Gonzalez-Roma, University of Valencia
Víctor Valls, University of Valencia
Ines Tomas, University of Valencia
Ramón Rico, Universidad Autónoma de Madrid
Submitted by Vicente Gonzalez-Roma, vicente.glez-roma@uv.es

251-8 A Meta-Analytic Review of Membership Change, Interdependence, and Team Performance
This poster meta-analyzed the effects of loss, exchange, and gain on team outcomes. Findings reveal an overall positive relationship ($r = .30$) between change (exchanges/gains) and creativity, but an overall negative relationship ($r = -.24$) between change and performance. Type of change and task interdependence were examined as moderators.
Matthew R. Grossman, University of South Florida
Wendy L. Bedwell, University of South Florida
James K. Summers, Iowa State University
Scott Ramsay, University of South Florida
Sarah E. Frick, University of South Florida
Submitted by Matthew Grossman, mrgrossman@mail.usf.edu

251-9 How Do Teams Become Cohesive? A Meta-Analysis of Cohesion’s Antecedents
Vast research suggests cohesion is critical for team effectiveness, but less emphasis has been placed on understanding how it is developed. This research begins to address this gap by conducting a series of meta-analyses to identify and explore various antecedents of cohesion. Findings revealed a variety of key antecedents.
Rebecca Grossman, Hofstra University
Amanda L. Thayer, University of Central Florida
Eduardo Salas, University of Central Florida
Submitted by Rebecca Grossman, rebecca.grossman@hofstra.edu

251-10 Do Task, Relations, or Emotions Collective Efficacy Mediate Dominance–Performance Relationship?
This poster tested a multilevel mediation model where group collective efficacy-task (GCE-task), GCE-relations, and GCE-emotions mediate the relationship between individual-level dominance (i.e., a feeling of intimidation due to the dominant role of other group members) and team performance. Results based on 315 athletes in 38 sport teams largely supported our model.
Laura Petitta, University of Rome Sapienza
Lixin Jiang, University Wisconsin Oshkosh
Miriam Palange, Sapienza University of Rome
Submitted by Lixin Jiang, jiangl@uwosh.edu

Effective teams utilize team cognition in order to maximize efficiency. This study employs meta-analytic structural equation modeling to identify the relationship between this critical emergent state and team effectiveness, and the relationships among team outcomes. Results are intriguing, as a partially mediated model is proposed and supported.
Christina N. Lacerenza, University of Central Florida
Shannon L. Marlow, University of Central Florida
Courtney Guler, University of Central Florida
Jennifer Feitosa, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida
Submitted by Christina Lacerenza, clacerenza@knights.ucf.edu

251-12 Development and Initial Validation of a Group-Level Ability Assessment
This study investigates the development and validation of a measure of cognitive ability intended to be administered at the group level. This direct assessment of “group g” predicts problems solving above and beyond 4 methods of aggregation (mean, standard, deviation, minimum, maximum) using individual group-member assessments of g.
Nicole B. Landowski, St. Cloud State University
John Kulas, St. Cloud State University
Samantha Hinnenkamp, St. Cloud State University
Submitted by Nicole Landowski, lani1301@stcloudstate.edu

251-13 Leader Emergence and Verbal Behavior in Self-Managed Teams
This study uses a behavioral observation approach to explore how leaders emerge in self-managed, nonhierarchical teams in a 7-week consulting project. Using dynamic interaction analysis, it was found that solution-oriented communication affected leader emergence in early group phases, whereas relationship-oriented communication became pivotal for emergent leaders toward the project end.
Fabiola Gerpott, Jacobs University Bremen
251-14 Occupational Bias in Aviation: Explicit Versus Implicit Attitudes
Studied occupational bias among aviation specializations and whether participation in interdependent high-fidelity work simulations impacted bias. Both explicit and implicit measures indicated that bias initially existed. Explicit measures showed reductions following simulations, but implicit measures did not.

Ryan Lillard, Personnel Board of Jefferson County
Glenn Littlepage, Middle Tennessee State University
Richard G. Moffett III, Middle Tennessee State University
Michael B. Hein, Middle Tennessee State University
Morgan L. Peam, Middle Tennessee State University
Amanda Beauford, Middle Tennessee State University
Submitted by Glenn Littlepage, GLITTLEPAGE@MTSU.EDU

251-15 The Relative Effects of Warmth and Competence for Team Viability
This poster examined relationships among perceptions of a teammate’s warmth and competence and the desire to work with the teammate again. Both warmth and competence predicted the desire to work with the teammate again in the future and the 2 predictors explained about equal variance. Implications for team viability are discussed.

Jane S. Thomas, University of North Carolina Charlotte
Andrew C. Loignon, University of North Carolina-Charlotte
David J. Woehr, University of North Carolina Charlotte
Misty L. Loughry, Georgia Southern University
Matthew W. Ohland, Purdue University
Submitted by Andrew Loignon, andrew.loignon@gmail.com

251-16 The Effect of Virtuality on Team Communication: A Meta-Analysis
As virtual teams are becoming increasingly prevalent, it is important to determine if virtuality has an effect on communication, as communication in such teams primarily takes place through virtual tools. This study uses meta-analysis to assess the moderating effect of virtuality on the relationship between communication and performance.

Shannon L. Marlow, University of Central Florida
Christina N. Lacerenza, University of Central Florida
Alexandra D. Petruzzelli, University of Central Florida
Eduardo Salas, University of Central Florida
Submitted by Shannon Marlow, shannon.marlow@knights.ucf.edu

251-17 Team Conflict Profiles and The Mediating Role of Conflict Management
Conflict is common among team members, and the shared experience of conflict defines a team’s conflict state. This study examined the mediating role of cooperative and competitive conflict management between conflict states and team outcomes. Findings suggest cooperative, rather than competitive conflict management plays a significant mediating role.

Matthew J. W. McLarnon, University of Western Ontario
Hayden Woodley, University of Western Ontario
Genevieve C. Hoffart, University of Calgary
Thomas A. O’Neill, University of Calgary
Submitted by Matthew McLarnon, mmclarno@uwo.ca

251-18 In Sync in the Kitchen? Temporal Diversity in Chef Teams
Team members may differ in their temporal orientations, with important implications for team outcomes. In support, this study found that time and mean conscientiousness moderated the relationship between temporal diversity and team processes in 51 student chef teams. Pacing style diversity’s effects were more salient later in teams’ development.

Susan Mohammed, Pennsylvania State University
David Livert, Pennsylvania State University
Dinora R. Fitzgerald, Pennsylvania State University
Kent K. Alipour, Pennsylvania State University
Submitted by Susan Mohammed, sxm40@psu.edu

251-19 Are Mental Models Better for Predicting Individual or Team Performance?
The purpose of the study was to examine the relationships between mental models and performance across individuals and teams. Results from 81 3-person teams performing a command-and-control task indicated that the magnitude of the relationship between mental models and performance was similar across levels of analysis.

Gonzalo J. Munoz, Universidad Adolfo Ibáñez
Andrew M. Naber, RAND Corporation
Jennifer N. McDonald, Texas A&M University
Craig D. White, Texas A&M University
Olabisi A. Asenuga, Texas A & M University
Incuh Cho, Texas A&M University
Nathanael L. Keiser, Texas A&M University
Steven Jarrett, Select International
Ira Schurig, Texas A&M University
Ryan M. Glaze, Pearson
Winfred Arthur, Texas A&M University
Submitted by Gonzalo Munoz, gonzalo.munoz@uai.cl

251-20 Faultlines and Group Performance: A Group Development Perspective
Very little research on faultlines has considered faultline dynamics over time. This study explores the dynamic nature of faultline strength through a longitudinal perspective. In doing so, this poster examines the roles of identity motives and identification as the underlying mechanisms in the relationship between faultlines and group performance.

Jieun Park, University of South Carolina
Sherry M. B. Thatcher, University of South Carolina
Submitted by Jieun Park, jepark695@gmail.com

251-21 Collective Efficacy’s Role in Team Resource Allocation
Self-efficacy theory has driven research on collective efficacy’s role in team performance. However, control theory supplies an alternative description regarding the relationship between self-efficacy and motivation that has gone unexamined with teams. Specifically, this study assesses whether the negative self-efficacy-to-resource-allocation relationship will hold at the team level of analysis.

Justin Purl, Ohio University
Jeffrey B. Vancouver, Ohio University
Submitted by Justin Purl, justin.purl@gmail.com

251-22 Deconstructing Team Constructs: A Meta-Analysis Assessing Correlates of Emergent States
This meta-analysis examined the correlations between team motiva- tional and social states and with nonperformance criteria. Results indicated that task commitment was highly correlated with team efficacy and potency, and motivational states were strongly associated with viability. The findings raise serious questions on the typical treatment of team cohesion in research.

Stephen O. Attar, Central Michigan University
Jared M. Quinn, Central Michigan University
Alexandra Jacobsen, University of Maryland
Matthew S. Prewett, Central Michigan University
Christopher R. Honts, Central Michigan University
Submitted by Jared Quinn, Jaredq12@gmail.com

251-23 Team Leader Change: Do Permanency and Active Leadership Matter
This study examines the effects of leader transitions, functional leadership, and human capital on postchange performance in actions teams. By actively engaging in functional leadership, interim replacement leaders but not permanent replacement leaders were able to leverage human capital in strategic core team roles to enhance performance.

Quinn W. Cunningham, Rider University
Christian J. Resick, Drexel University
Travis Maynard, Colorado State University
Marco S DiRenzo, Naval Postgraduate School
Submitted by Christian Resick, cresick@drexel.edu
251-24 Embodied Teamwork: Development and Validation of the Process Sociomateriality Scale

Process sociomateriality describes member interactions that are enabled, augmented, or impaired by the use of technology during taskwork. This work develops and validates a psychometric measure of process sociomateriality. Findings reveal support for a 3-factor structure of process sociomateriality, and demonstrate convergent and discriminant validity with relevant teams constructs.

Peter W. Seely, Georgia Institute of Technology
Leslie A. DeChurch, Georgia Institute of Technology

Submitted by Peter Seely, seely.peter@gmail.com

251-25 Validation of a Situational Judgment Test Measuring Teamwork Processes

This study examined the construct validity of a recently developed situational judgment test based upon Marks, Mathieu, and Zaccaro’s (2001) taxonomy of teamwork processes. Results from this study indicate that this measure reliably captures the unique construct of teamwork processes.

D.J. Steffensen, Tennessee Small Business Development Center
Glenn Littlepage, Middle Tennessee State University

Submitted by D.J. Steffensen, dsteffensenjr@gmail.com

251-26 Time and Collective Orientation on Teamwork Behaviors and Performance Outcomes

Team behaviors were measured over time for relationships with outcomes (N = 30). Although few significant relationships emerged, there were changes over time in 1 outcome and in collective orientation. In addition, an interaction effect emerged between collective orientation and time, suggesting a state characteristic of collective orientation.

Kelly C. Switzer, Hofstra University

Submitted by Kelly Switzer, kellycswitzer@gmail.com

251-27 Conflict Management Between Departments: Contribution of Organizational Identification and Controversy

This study was conducted to clarify that cooperative but not competitive goals between departments induce constructive controversy dynamics among employees from different departments that in turn result in good performance. Results further underline the positive role of organizational identification in conflict management between departments, especially under competitive goals.

Taohong Zhu, Lingnan University
Dean W. Tjosvold, Lingnan University, Hong Kong
Alfred S.H. Wong, Lingnan University

Submitted by Dean Tjosvold, tjosvold@ln.edu.hk

251-28 Increasing Task Elaboration During Team Debriefing Using Team Dimensional Training

This poster compared the impact of 2 team debriefing methods on the degree to which individuals engaged in task elaboration. Findings reveal that both the breadth and depth of task elaboration was greater for those debriefed using a structured debriefing approach (team dimensional training).

Amanda M. Wolcott, University of Central Florida
David C. Mihm, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida

Submitted by Amanda Wolcott, am.wolcott@gmail.com

251-29 New Boundaries: Integrating Knowledge in Distributed Teams

Geographically distributed teams are composed of members who hold the disparate knowledge necessary to take on cognitively demanding tasks. Knowledge coordination between members can represent a challenge, resulting in process loss and ineffective knowledge structures. This effort explores the configuration dimension of distribution and its impact on TMS.

Stephanie A. Zajac, University of Central Florida

Submitted by Stephanie Zajac, zajac.stephanie@gmail.com

252. Symposium/Forum: 8:00 AM-8:50 AM

Grand A

Mending the Leaky Pipeline: Retention Interventions for Women in STEM

Women are currently underrepresented in STEM fields, resulting in an underutilization of STEM women in the workforce. This symposium examines some of the explanations for this “leaky pipeline,” highlighting various intervention strategies that can be adopted to reduce gender disparity in STEM fields.

Breanna R. Wexler, University of Missouri-St. Louis, Co-Chair
Johanna E. Johnson, Clemson University, Co-Chair
Christine L. Nitrourer, Rice University, Katharine R. O’Brien, Rice University, Michelle (Mikki) Hebl, Rice University, Rachel Trump, Rice University, John Rodgers, Baylor College of Medicine, Access to “Good” Labs: Ethnicity and Gender in Biomedical Departments

Bettina J. Casad, University of Missouri-St. Louis, William J. Bryant, University of Missouri-St. Louis, Samuel J. Fredeking, University of Missouri-St Louis, Stereotype Threat Among Women in STEM and Effective Interventions

Breanna R. Wexler, University of Missouri-St. Louis, Bettina J. Casad, University of Missouri-St. Louis, Female Role Models as an Intervention for Women in STEM

Johanna E. Johnson, Clemson University, Tiffany Wilmoth, Clemson University, Gustavo Lascano, California Polytechnic State University, Living-Learning Communities: Keeping Women in STEM

Submitted by Breanna Wexler, bwkw3@mail.umsl.edu

253. Panel Discussion: 8:00 AM-8:50 AM

Grand B

Innovations in Executive Development: Fueling Corporate Growth

This session showcases executive development practices at 4 diverse organizations, demonstrating how development strengthens the succession pipeline, drives innovation, and enables business growth. Discussion topics include leveraging development to shape the organization, creating high-impact experiential learning, and engaging senior executives external stakeholders in development efforts.

Mariangela Battista, XL Group, Chair
Harris Ginsberg, Pfizer Inc, Moderator
LeAnne E. Bennett, JP Morgan, Panelist
Robin R. Cohen, Johnson & Johnson, Panelist
Kelly Lackner, XL Group, Panelist
David Mahl, Pfizer Inc, Panelist
Morgan W. McCall, University of Southern California, Discussant

Submitted by Mariangela Battista, battistam@optonline.net

254. Symposium/Forum: 8:00 AM-8:50 AM

Grand C

Gamification of HR Processes: Three Case Study Examples

Gamification has potential to increase user motivation/engagement and accomplish business objectives when appropriately applied. This symposium presents 3 case studies demonstrating how gamification can be successfully applied to 3 distinct HR processes: recruitment, selection, and training. Following the presentation of these applications, key considerations and best practices are discussed.

Daly Vaughn, SHAKER, Chair
Jacqueline Carpenter, SHAKER, Gamified Recruitment: A Case Study
Nick C. Koenig, Wal-Mart, Gamification in Selection: Illustration via a Warehouse Freight Loading Simulation
Brian Knudson, NogginLabs, Inc., Gamification of Voluntary Training to Enhance Participation and Engagement

Scott A. Goodman, SHAKER, Discussant

Submitted by Jacqueline Carpenter, jackie.carpenter@shakercg.com

255. Symposium/Forum: 8:00 AM-8:50 AM

Grand D

Determining Training Needs: Applications in and Lessons From Military TNA

The current nature (pace, complexity, technology) of military operations
requires timely and accurate determination of training needs. In this symposium, 3 practitioner/researcher teams present a new development and/or application of training needs analysis to specific military missions, with emphasis on lessons learned for civilian as well as military audiences.

Winston R. Bennett, Training Research Laboratory, Chair
George M. Alliger, Group for Organizational Effectiveness, Winston R. Bennett, Training Research Laboratory, Leah Rowe, Arizona State University, Jamie S. Donsbach, Group for Organizational Effectiveness, Rebecca Beard, gOE, Inc., Charles Colegrove, DMOT, Air Combat Command, Competencies Across the Training Continuum: Fundamental to Mission Essential Competencies
Melinda Seibert, Department of Defense, Courtney R. Dean, Aptima, Inc., Jeanine Ayers, Aptima, Inc, Troy Zeidman, Imprisms, Inc., Martin Bink, U.S. Army Research Institute, Using TNA to Improve Simulation-Based Collective Training
Scott I. Tannenbaum, Group for Organizational Effectiveness, Discussant
Submitted by George Alliger, George.Alliger@groupOE.com

256. Symposium/Forum: 8:00 AM-8:50 AM
Grand L
Work–Family Issues in the Aging Workforce: Trends and Consequences
The aging workforce highlights the need to understand age in relation to work–family issues. This symposium presents meta-analytic evidence on the age–work–family conflict/enhancement links, evidence on health consequences of work–family conflict/enhancement among older workers, and findings about the impact of age on managerial behaviors related to work–family issues.
Eunae Cho, SUNY at Albany, Chair
Megan N. Naude, Colorado State University, Gwenith G. Fisher, Colorado State University, Michael T. Ford, University at Albany, SUNY, Russell A. Matthews, Bowling Green State University, Steven G. Manning, Colorado State University, Jeanette N. Cleveland, Colorado State University, Age and Work–Family Conflict and Enhancement: A Meta–Analysis
Tuo-Yu Chen, Albany College of Pharmacy and Health Sciences, Eunae Cho, SUNY at Albany, Older Workers’ Work–Family Experiences: Longitudinal Trend and Health Consequences
Chee Wee Koh, University of South Florida, Are Older Supervisors Less Inclined to Support FWAs?
Janet L. Barnes-Farrell, University of Connecticut, Discussant
Submitted by Eunae Cho, echo5@albany.edu

257. Panel Discussion: 8:00 AM-8:50 AM
Liberty AB
Guidelines for Ethical Research in the Age of Big Data
New forms of data and technology have created an ethical gray area for researchers, particularly those working outside academic institutions. This panel brings together a diverse set of speakers to offer an initial set of best practices for ethical collection and treatment of data in this new era.
Elizabeth A. McCune, Microsoft Corporation, Co-Chair
Kathryn Dekas, Google, Co-Chair
Angela Anderson, Microsoft, Panelist
Megan Kasimati Singleton, University of Pennsylvania, Panelist
Sean MacNiven, SAP, Panelist
Sarah A. Sinnett, ConAgra Foods, Panelist
Submitted by Elizabeth McCune, elizabeth.mccune@live.com

258. Special Events: 8:00 AM-8:50 AM
Liberty C
Executive Board Special Session: Revision of SIOP’s Master’s and PhD Education Guidelines
The Education and Training Committee of SIOP has embarked on a review and revision of the Guidelines for Education and Training in I-O Psychology at the master’s and PhD level. This session will present an opportunity for conference attendees to provide feedback on the proposed revisions.
Stephanie C. Payne, Texas A&M University, Chair
Whitney Botsford Morgan, University of Houston-Downtown, Panelist
Laura L. Koppes Bryan, University of Baltimore, Panelist
Submitted by Stephanie Payne, scp@tamu.edu

259. Panel Discussion: 8:30 AM-9:50 AM
302-304
Academia, Consulting, Corporate Roles: Differences and Similarities Among IO Careers
This panel comprises I-O psychologists who have pursued different career paths at varying times including academics, research institute, external consulting, and internal corporate roles. Panelists discuss tradeoffs and differences with each role, providing valuable insight into career choices for I-O psychologists and what may be contributing to the scientist–practitioner gap.
Zinta S. Byrne, Colorado State University, Chair
Lori Bartels, L Bartels Consulting Group LLC, Panelist
Joan F. Brett, Arizona State University, Panelist
Gwenith G. Fisher, Colorado State University, Panelist
Morrie Mullins, Xavier University, Panelist
Kelley Watson, McKesson Corporation, Panelist
Yang Zhang, atrain GmbH, Panelist
Submitted by Zinta Byrne, zinta.byrne@colostate.edu

260. Symposium/Forum: 8:30 AM-9:50 AM
305-306
Situational Judgment Test Design and Measurement Informed by Psychological Theory
The format of situational judgment tests (SJTs) allows the application of psychological principles to better understand SJT measurement properties and to inform systematic, evidence-based test design. This symposium consists of papers that demonstrate the application of psychological theory to increase our understanding of SJT design and functioning.
Matthew Reeder, Human Resources Research Organization (HumRRO), Co-Chair
Juliya Golubovich, Educational Testing Service, Co-Chair
Jan Caretjans, Ghent University, Filip Lievegoed, Ghent University, Personality Score Variability Across Situations on SJTs: Inconsistency or Flexibility?
Matthew Reeder, Human Resources Research Organization (HumRRO), Neal W. Schmitt, Michigan State University, Frederick P. Morgeson, Michigan State University, Modeling SJT Item-Level Convergent Validity Using Content Characteristics
Amy E. Crook, Belmont University, Comparing Single-Response and Multi-Response SJTs
Neil Christiansen, Central Michigan University, Andrew Speer, CEB, Using Situational Judgment Tests for the Assessment of Social Intelligence
Submitted by Matthew Reeder, mreeder@humrro.org

261. Roundtable Discussion/Conversation Hr: 8:30 AM-9:50 AM
404
Datification of HR: Lessons Learned and Questions Unanswered
The objective of this proposed roundtable/conversation hour is to identify and make connections among researchers who are using, or interested in using, systems-based data for individual, team, and organizational measurement. Roundtable participants will discuss topics related to data capture, data curation, sensor viability, and advanced analytics.
Arwen Hunter DeCostanza, U.S. Army Research Laboratory, Host
Kara L. Orvis, Aptima, Inc., Host
Submitted by Kara Orvis, korvis@aptima.com

262. Symposium/Forum: 8:30 AM-9:50 AM
Grand I
Mindfulness at Work: The Intrapsychic and Relational Implications
This symposium focuses on mindfulness, intrapsychic processes, and positive relational dynamics. The authors investigated effects of state mindfulness on compassionate responding and motivation and the re-
relationships between trait mindfulness and ego depletion and leadership effectiveness. Results supported hypotheses that mindfulness reduces ego depletion and motivation and increases compassionate responding and leadership effectiveness.

Andrew C. Hafenbrack, INSEAD, Co-Chair
Sankalp Chaturvedi, Imperial College London, Co-Chair
Ellen Choi, University of Western Ontario, Adam A. Kay, Sauder School of Business, University of British Columbia, Mindfulness Meditation as Prophylactic for Ego Depletion on Task Performance
Andrew C. Hafenbrack, INSEAD, Stefan Thau, INSEAD, Not in Mood to Work: Can Mindfulness Meditation Reduce Motivation?
Lindsey D. Cameron, University of Michigan, Gretchen Spreitzer, University of Michigan, Understanding the Relational Outcomes of Mindfulness in a Work Setting
Sankalp Chaturvedi, Imperial College London, Jochen Reb, Singapore Management University, Jayanth Narayanan, National University of Singapore, Leader Mindfulness With LMX Quality Mediation and Organizational Level Moderation
Ute R. Hulsheger, Maastricht University, Discussant
Submitted by Andrew Hafenbrack, andrew.hafenbrack@insead.edu

263. Symposium/Forum: 8:30 AM-9:50 AM
Grand J
Team Dynamics: Capturing Process Phenomena in Extreme Teams
Team “processes” have been studied for over 60 years but as static constructs rather than dynamic processes. This symposium focuses on team dynamics in extreme environments, discussing key theory and research design issues that merit attention and illustrating research methods to address them in ongoing research supported by NASA.

Steve W. J. Kozlowski, Michigan State University, Chair
Chu-Hsiang Chang, Michigan State University, Co-Chair
Steve W. J. Kozlowski, Michigan State University, Chu-Hsiang Chang, Michigan State University, Team Dynamics: Capturing Process Phenomena in Extreme Teams
Simon J. Golden, Michigan State University, Aurora J. Dixon, Michigan State University, Jessica M. Santoro, Michigan State University, Teamwork in Isolated, Confined, and Extreme Environments: Review and Integration
Marina Pearce, Ford Motor Company, Samantha K. Baard-Perry, Michigan State University, Ralph P. Harvey, Case Western Reserve University, James Karner, Case Western Reserve University, Jeff Ayton, Australian Antarctic Division, Dynamics of Teamwork in the Antarctic: A Mult이어, Multinational Effort
Aurora J. Dixon, Michigan State University, William B. Vessey, EASI/Wyle, NASA Johnson Space Center, Research on Team Processes in the Human Exploration Research Analog
Jessica M. Santoro, Michigan State University, Kim Binsted, University of Hawaii, Long-Term Team Dynamics: The Hawaii Space Exploration Analog and Simulation
Matthew A. Cronin, Carnegie Mellon University, Discussant
Submitted by Simon Golden, goldens@msu.edu

264. Symposium/Forum: 8:30 AM-9:50 AM
Grand K
Today and Tomorrow: Applicant Reactions in Global and Modern Contexts
Applicant reactions have numerous implications. This symposium highlights ways that researchers have expanded outside of typical settings and considered applicant reactions with regard to the changing nature of work, including the use of global tools, enhanced technology and simulations, and tools created for specific industries.

Alissa D. Parr, Select International, Inc., Chair
Inria F. Cozma, Development Dimensions International (DDI), Sarah M. Morgan, Radford University, Candidates’ Reactions to Testing Across China and the United States
Mary Ann Bucklan, Employment Technologies Corp., Kristin Buechel, Employment Technologies Corporation, Candidate Reactions and Performance: The Influence of Native Language
Kim Dowdeswell, SHL South Africa, Jennifer L. Geimer, CEB, Chris Coughlin, CEB, Applicant Reactions to Assessments in the South African Banking Industry
Submitted by Alissa Parr, alissa.parr@gmail.com

265. Special Events: 8:30 AM-9:50 AM See page 6 for CE
Independence Ballroom
Master Collaboration: Global I Meets Global O: Research and Practice on Selection and Work–Life
I-O psychologists are increasingly helping global organizations to select employees and meet their work-life needs. In this session, “I” meets “O”, as leading practitioners and academics focused on global selection and work–life issues discuss the state of science and practice, identify areas of convergence, and outline opportunities for future collaboration.
Gary Giometti, Quinipiac University, Chair
Douglas H. Reynolds, Development Dimensions International (DDI), Presenter
Paula Caligiuri, Northeastern University, Presenter
Angela K. Pratt, The Kellogg Company, Presenter
Steven A.Y. Poelmans, EADA Business School, Presenter
Ann Marie Ryan, Michigan State University, Discussant
Submitted by Gary Giometti, ggiometti@gmail.com

266. Symposium/Forum: 9:00 AM-9:50 AM
309-310
Game Thinking in Assessment: Applications of Gamification and Serious Games
Although I-O psychologists are increasingly using game thinking (i.e. gamification and serious games) in assessment, little research is available describing these efforts. In this symposium, 3 practitioner examples of game-thinking research in assessment are presented, with commentary and discussion led by academic gamification researchers.
Michael B. Armstrong, Old Dominion University, Co-Chair
Richard N. Landers, Old Dominion University, Co-Chair
Gary A. Kustis, Advanced Insights LLC, Alexandra R. Amorati, University of Notre Dame, Samantha Paruchuri, Illinois Institute of Technology, Collecting Data for New Tests Using Facebook Games
Sam Chow, University of Calgary, Evan H. Knell, Gamifying Psychometric Assessments: Driving Engagement for More Data
Eric C. Popp, Corporate Executive Board (CEB), Chris Coughlin, Corporate Executive Board (CEB), Examining Equivalence of Cloned Items in a Game-Like Simulation
Submitted by Michael Armstrong, marms018@odu.edu

267. Panel Discussion: 9:00 AM-9:50 AM
401-403
Driving Leadership Impact through Executive Coaching: Current and Emerging Trends
Panelists from 5 organizations share their successes and challenges around using executive coaching to drive leadership impact. A preconference poll will be conducted to identify burning questions around the practice of executive coaching, and these questions and others will be responded to during the session.
Lorry A. Olson, Bank of America, Chair
Erica I. Desrosiers, Walmart, Panelist
Jessica Oseodach, Bank of America, Panelist
Alyson B. Margulies, PepsiCo, Panelist
Colleen C. Gentry, Cambria Consulting, Inc., Panelist
Natallia Adelson, Depository Trust and Clearing Corporation, Panelist
Submitted by Jessica Oseodach, jessica.oseodach@bankofamerica.com

268. Panel Discussion: 9:00 AM-9:50 AM
407-409
Making Competency Models Stick With Proven Results
Implementing competency models is often fraught with sustainably
issues. This session will focus on those challenges associated with keeping competency models afloat in the face of organizational dynamics that prevent models from sticking and achieving results. Practitioners will discuss challenges and propose solutions for extending the life of competency frameworks.

Lilly Lin, Development Dimensions International (DDI), Chair
Swati Buddhavarapu, John Hancock/Manulife Financial, Panelist
Lisa Malley, Development Dimensions International (DDI), Panelist
Ren Nygren, Walmart Stores Inc., Panelist
Christine R. Scheu, SHL, Panelist
Erica L. Spencer, Novo Nordisk, Panelist
Submitted by Lilly Lin, lilly.lin@ddiworld.com

269. Panel Discussion: 9:00 AM-9:50 AM
Franklin 08
Everything Changes: Best Practices for Combining Tests Within Innovative Contexts
Innovative test item types, mobile assessment, and technology requirements add complexity to the business of combining tests into solutions. Great opportunity for increasing candidate engagement exists, but many factors must be considered. Best practices for combining multiple tests, including newer item formats, will be discussed by a panel of experts.
Holly S. Payne, CEB, Chair
Joseph D. Abraham, PSI Services, LLC, Panelist
Donald E. Lusnenger, Development Dimensions International (DDI), Panelist
Corina Rice, CSX Transportation, Panelist
Donna Roland, CEB, Panelist
Tracey Tafero, Select International, Panelist
Submitted by Holly Payne, holly.payne@shl.com

270. Symposium/Forum: 9:00 AM-9:50 AM
Franklin 09
Personal and Contextual Factors in Understanding Workplace Incivility
Four unique studies investigate 4 unique problems in workplace incivility research: (a) how feelings of purpose can mitigate the effects of incivility, (b) how attributions can affect the impact of incivility, (c) how incivility unfolds in customer interactions, and (d) how perceived control over customer incivility can help employees.
Michael T. Silet, Indiana University-Purdue University Indianapolis, Co-Chair
David D. Walker, University of British Columbia, Co-Chair
Benjamin M. Walsh, University of Illinois at Springfield, Allison L. Burtis, Illinois Coalition Against Domestic Violence, Dana B. Kabat-Farr, University of Nevada, Reno, Source-Specific Workplace Incivility, Calling, and Turnover Intentions: A Self-Determination Perspective
Michael T. Silet, Indiana University-Purdue University Indianapolis, Nathan J. Schultz, Indiana University-Purdue University Indianapolis, How Do Incivility Attributions Impact the Incivility–Burnout Relationship?
David D. Walker, University of British Columbia, Danielle van Jaarsveld, University of British Columbia, Daniel Skarlicki, University of British Columbia, Early Moments Matter: Understanding Customer and Employee Negative Language Youngah Park, Kansas State University, Michael T. Silet, Indiana University-Purdue University Indianapolis, Sooyeon Kim, Kansas State University, Perceived Control Over Customer Incivility Among Customer Service Employees
Submitted by David Walker, David.Walker@ubc.ca

271. Panel Discussion: 9:00 AM-9:50 AM
Franklin 10
Why I-O Psychologists Should Be Concerned About Telepsychology
Recently, a joint task force published guidelines regarding telepsychology, which is “the provision of psychological services using telecommunication technologies.” (APA 2013, p. 792). This interactive session will discuss those guidelines and their implications for the future practice of I-O psychology, including purusing interstate compact agreements, the CPQ, and global mobility.
Mark S. Nagy, Xavier University, Chair
Don Crowder, Association of State and Provincial Psychology Boards, Panelist
Alex M. Siegel, Association of State and Provincial Psychology Boards, Panelist
Submitted by Mark Nagy, nagyms@xu.edu

272. Poster Session: 9:00 AM-9:50 AM
Franklin Hall
Motivation/Rewards/Compensation
272-1 Motivational Effects of Career Goal Self-Efficacy on Proximal Performance
Career goal self-efficacy (CGSE) was examined in relation to proximal motivation and performance. CGSE predicted proximal goal difficulty, goal commitment, and self-efficacy. However, the strength of the relationships between CGSE and academic motivation and success was not influenced by whether one’s career goals required high levels of academic achievement.
Joshua A. Leet, Southwest Missouri State University
Emmanuel E. Segui, Missouri State University
Thomas D. Kane, Missouri State University
Michael G. McKenna, Southwest Missouri State University
Submitted by Joshua Leet, leet1211@live.missouristate.edu

272-2 Idiosyncratic Deals and the Employability of Older Workers
This study examined the effects of idiosyncratic deals (i-deals) on the employability of older workers (N = 284, all > 45 years). Results showed that i-deals are an important predictor of older workers’ employability, and that the relations of task and work responsibilities i-deals were mediated by future time perspective and self-efficacy.
Janneke K. Oostrom, VU University Amsterdam
Martine Pennings, VU University Amsterdam
Matthijs Bal, VU University Amsterdam
Submitted by Janneke Oostrom, j.k.oostrom@vu.nl

272-3 Job Crafting Mediates the Approach–Avoidance Traits—Work Engagement Relationship
This field survey examined relationships among approach–avoidance traits, job crafting, and work engagement. Generally, approach–avoidance traits impacted job crafting and engagement, with crafting playing a mediating role. Trait approach positively impacted engagement via approach-related job crafting mediators, whereas avoidance had a more direct negative effect on engagement.
Michael M. Denunzio, Baruch College and The Graduate Center, CUNY
Loren J. Naidoo, Baruch College and The Graduate Center, CUNY
Submitted by Michael Denunzio, michael.denunzio@baruch.cuny.edu

272-4 Organizational Context and Career Outcomes: The Role of GOME
Developing and retaining talented workers is increasingly challenging. Consequently, understanding the factors that lead to employee retention is vital for organizations. This study examines the impact of organizational context factors (leadership, emphasis on employee development, and structure) on career related perceptions, as explained by employee perceptions of resources (means-efficacy).
Kevin M. Cobb, California State University-San Bernardino
Mark D. Agars, California State University-San Bernardino
Jose L. Rodriguez, California State University-San Bernardino
Jazmine M. Bennett, California State University-San Bernardino
Jung-Jung Lee, California State University
Maranda Martinez, California State University-San Bernardino
Submitted by Mark Agars, magars@csusb.edu

272-5 Psychological Needs, Incentives, and Performance: A Reconciliation and Meta-Analysis
Psychological need satisfaction in performance contexts has been viewed with skepticism, under the assumption that incentives undermine autonomy, competence, and relatedness. Yet, this assumption has not been systematically tested. This meta-analysis demonstrates that not only are incentives and need–satisfaction compatible, they jointly explain roughly 25% of the variability in performance.
Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE)
Jessica M. Nicklin, University of Hartford
Submitted by Christopher Cerasoli, chris.cerasoli@groupee.com
272-6 Goal Orientation and Knowledge Sharing: Moderating Role of Coworker Characteristics
This study extended to the social exchange and trait activation theory literature by not only suggesting the different role of learning and performance prove-goal orientation on knowledge sharing dilemma but also examining coworker influence on the individual difference–knowledge sharing relationship.
Heesun Chae, Seoul National University
Boyong Kim, Seoul National Univ
Oh Soo Park, Seoul National University
Submitted by Heesun Chae, sweetson@hotmail.com

272-7 Demographic Differences in the Motivational Drivers of Leaders
This study examined demographic differences in motivational drivers on a sample of 1,001 leaders. Driven were assessed using a forced choice item response theory methodology that reduces social desirability, and allows for direct comparison of dimension scores. Results yielded significant differences for gender, managerial tenure, income, and managerial level.
Susan D’Mello, Korn Ferry
Jeff A. Jones, Korn Ferry
Submitted by Susan D’Mello, susan.dmello86@gmail.com

272-8 The Development and Testing of the Measure of Job Crafting
Job crafting has recently emerged as a major means for individuals to experience meaning of work, but the construct validity of existing measures of job crafting has been questioned. This study involved the development and initial validation of a theory-based measure of job crafting in a sample of working adults.
Kyla J. Dvorak, Colorado State University
Samantha A. Stelman, Colorado State University
Steven G. Manning, Colorado State University
Casey Onder, Colorado State University
Zinta S. Byrne, Colorado State University
Submitted by Kyla Dvorak, kyla.dvorak@gmail.com

272-9 Social Self-Efficacy and Work Outcomes: Popularity and Status as Mediators
This study examined the relationships between employees’ social self-efficacy and perceived social support from coworkers and task performance. It was further proposed that social status and popularity are the mediators of the above relationships. Results based on a sample of employees in China largely supported the hypotheses.
Jiani Gu, East China Normal University
Hui Meng, East China Normal University
Jinyan Fan, Auburn University
Submitted by Jinyan Fan, fanjinyan@yahoo.com

272-10 Examining Encouraging Versus Discouraging Motivations in Influencing Self-Efficacy and Performance
This poster examined the indirect effects of positive motivating factors (e.g., learning goal orientation) on performance through self-efficacy at low, average, and high levels of avoid-performance goal orientation (AGO). Results revealed beneficial indirect effects at low levels of AGO but not high levels, suggesting that AGO can impair beneficial motivational effects.
Truman J. Gore, Wright State University
Debra Steele-Johnson, Wright State University
Darrell S. Kelly, Wright State University
Submitted by Truman Gore, truman.gore@gmail.com

272-11 Understanding Managers’ Motivational Profiles: Nature, Antecedents, and Consequences
This poster identified managers’ (N = 356) motivational profiles and tested a model of their antecedents and consequences. Profiles were based on motivational types delineated by self-determination theory. Six distinct profiles were found. Perceptions of supervisor support and organizational politics predicted profile membership. Job attitudes varied across the profiles.
Laura M. Graves, Clark Univ
Kristin L. Cullen, Center for Creative Leadership
Submitted by Laura Graves, lgravesc@clarku.edu

272-12 Acuity Theory: A Study of Two Faking Resistant Noncognitive Measures
This paper describes a new method of noncognitive measurement that doesn’t involve introspective self-report. Level of incentive (within and between group design) was manipulated to motivate a sample of Spanish sales incumbents to maximize their scores. Criterion-related validity was found only under incentivized conditions and show resistance to faking.
Peter Leeds, U.S. Merit Systems Protection Boards
Phillip Hash, University of Baltimore
Siddiq Kassam, University of Baltimore
Submitted by Phillip Hash, philip.hash@ubalt.edu

272-13 Stressor and Stressor Appraisals: The Moderating Effect of Task Efficacy
Job complexity positively related to challenge appraisal and role conflict to hindrance. Challenge appraisal mediated the job complexity—motivation relationship and hindrance appraisal the role conflict—motions relationship. Task efficacy moderated challenge appraisal and hindrance appraisal for job complexity and role conflict, respectively. Data supported the moderated mediation model.
Cong Liu, Hofstra University
Hai Li, Beijing Normal University Business School
David E. Herst, Florida Atlantic University
Xichao Zhang, Beijing Normal University
Submitted by David Herst, dherst@fau.edu

272-14 Skill-Based Pay: The Role of Employee Training and Manager Support
This empirical study investigates the implications of employee training and managers’ support for the pay plan in the relationship between organizations that use skill-based pay and workforce flexibility. Partial support is found for a conditional mediation model, highlighting the importance of promoting internal alignment among an organization’s HR practices.
Sarah M. Holtzen, University of Arkansas
Nina Gupta, University of Arkansas
Submitted by Sarah Holtzen, sholtzen@walton.uaark.edu

272-15 Person–Supervisor Fit in the Form of Goal Orientation Congruence
This study was conducted to expand upon current research on person–supervisor fit. Using supervisor–subordinate dyads, this poster examined how congruent goal orientations impact attitudinal and behavioral outcomes in the workplace. Based on previous research, it was predicted positive relationships between congruence and positive attitudinal and behavioral outcomes.
Melissa G. Keith, Purdue University
Carolyn Jagacinski, Purdue University
Submitted by Melissa Keith, keith7@purdue.edu

272-16 Pay Level and Pay Satisfaction: Effects on Customers and Firms
Using multilevel structural equation modeling, this poster examined the effects of pay level on employee pay satisfaction and, in turn, customer satisfaction and firm performance. Analysis of longitudinal data with 537 firm-year observations and 29,830 employee responses shows higher wages are associated with greater pay satisfaction, customer satisfaction, and market performance.
Pingshu (Ping) Li, University of Kansas
Dongni Wan, University of Kansas
Hye Sook Chung, University of Kansas
James P. Guthrie, University of Kansas
Submitted by Pingshu (Ping) Li, pingshu.li@ku.edu

272-17 Shielding the Job Search Goal Against Obstacles: A Longitudinal Study
This study found that 2 types of obstacles detract from the job search in unemployed new entrants to the job market. However, individual
difference factors influenced the ability to shield employment goals. Goal-shielding ability was facilitated by emotional intelligence and job search climate but hindered by performance-avoid goal orientation. 
Robert C. Melloy, Pennsylvania State University 
Songi Liu, Pennsylvania State University 
Junqi Shi, Sun Yat-Sen University 
Submitted by Robert Melloy, bobbymelloy@gmail.com

272-18 Antecedents and Consequences of Goal Commitment: A Meta-Analysis Substantial research has examined the relationships between goal commitment and other variables. The purpose of this study is to provide a meta-analytic update on the antecedents and consequences of goal commitment. Results largely supported the hypotheses; however, a few unexpected findings were obtained. Suggestions are made for future research. 
Stephanie A. Milosavic, NASA 
Patrick D. Converse, Florida Institute of Technology 
Shelby-Jo Ponto, Florida Institute of Technology 
Ambar Rodriguez, Florida Institute of Technology 
Parth Desai, Florida Institute of Technology 
Submitted by Stephanie Milosavic, milosavic2009@my.fit.edu

272-19 Task Type and Resource Allocation Patterns in Multi-Task Self-Regulation Multiple-goal self-regulation research has focused on quantitative tasks and general predictor–resource allocation relationships, neglecting qualitative tasks and distinct allocation trends. This study examined allocation to quantitative versus qualitative tasks and multiple distinct allocation trends. Results indicated allocation to the qualitative task decreased over time and several distinct trends were present. 
Patrick D. Converse, Florida Institute of Technology 
Shelby-Jo Ponto, Florida Institute of Technology 
Michelle J. Thackray, Florida Institute of Technology 
Parth Desai, Florida Institute of Technology 
Michael C. Toci, Florida Institute of Technology 
Michael S. Beverage, Florida Institute of Technology 
Submitted by Shelby-Jo Ponto, sjponto@aol.com

272-20 A Negative Relationship Between Self-Efficacy and Performance Can Be Adaptive Although self-efficacy may be negatively related to some aspects of performance, this is not necessarily maladaptive. Because performance is typically multidimensional, a negative relationship between self-efficacy and 1 dimension can conserve resources for other dimensions that further benefit overall performance. This is demonstrated by manipulating self-efficacy in a multiple-task paradigm. 
Aaron M. Schmidt, University of Minnesota 
James W. Beck, University of Waterloo 
Submitted by Aaron Schmidt, aschmidt@umn.edu

272-21 Work Ethic and Grit: An Examination of Empirical Redundancy The purpose of this study was to examine the relationship between work ethic and grit. Several direct relationships were examined at the dimension and broader construct level, as well as each variable’s relationships with external variables. Although work ethic and grit were related, each construct explained unique variance in work outcomes. 
John S. Silfka, University of Missouri-St. Louis 
Lauren R. LaBat, University of Missouri-St-Louis 
John P. Mennic, University of Missouri-St. Louis 
Submitted by John Silfka, john.silfka@umsl.edu

273. Panel Discussion: 9:00 AM-9:50 AM 
Grand A Consulting in High Stakes Scenarios: Lessons Learned High stakes scenarios are situations that involve important consequences. Although the type of practitioner work performed in these scenarios may be typical, the implications of success or failure are not. The purpose of this panel is to discuss lessons learned when practicing I-O psychology in these unique and challenging circumstances. 
Harold W. Goldstein, Baruch College, CUNY, Chair 
Michelle Dennis, Federal Bureau of Investigation, Panelist 
Marcus W. Dickson, Wayne State University, Panelist 
Eduardo Salas, University of Central Florida, Panelist 
Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, Panelist 
Ken Yusko, Marymount University, Panelist

274. Symposium/Forum: 9:00 AM-9:50 AM 
Grand B When Health Is Wealth: Linking Employee Health to Workplace Outcomes Four studies examine the outcomes of employee health and of the organization’s involvement in employee health. As a group, the studies suggest that organizational involvement in employees’ health is positively related to job attitudes and that healthy behaviors (exercise and sleep) are positively linked to well-being and job engagement. 
Erin M. Richard, Florida Institute of Technology, Chair 
Chelsea A. LeNoble, Florida Institute of Technology, Co-Chair 
Alexis R. Cosco, Roosevelt University, Joseph Mazzola, Roosevelt University, Michael Byrne, Roosevelt University, Ryan Disselhorst, Roosevelt University, Organizational Involvement in Employee Health on Work-Related Outcomes Elizabeth M. Boyd, Kennesaw State University, Katherine A. Sliter, pan, Zhenyu Yuan, The University of Iowa, Erin Wolf, Kennesaw State University, Exercise Predicts Engagement Beyond Positive and Negative Affectivity Chelsea A. LeNoble, Florida Institute of Technology, Erin M. Richard, Florida Institute of Technology, Flexing the Self-Control “Muscle” at Work: Exercise Predicting Daily Engagement Submitted by Erin Richard, erichard@fit.edu

275. Symposium/Forum: 9:00 AM-9:50 AM 
Grand C Innovative IRT Models for Organizational Research and Practice Measurement is a critical, foundational activity of organizations, and using item response theory, we offer four exciting innovations over traditional measurement approaches: two innovations related to response latency: an application of a testlet IRT model; and a multilevel IRT model applied to teams. 
Alan D. Mead, Talent Algorithms Inc, Chair 
Rachel T. King, Bowling Green State University, Garett C. Foster, Bowling Green State University, Christopher S. Bialko, Bowling Green State University, Michael J. Zickar, Bowling Green State University, Using IRT When You Shouldn’t: Addressing Violations of Local Independence 
Nathan T. Carter, University of Georgia, Li Guan, University of Georgia, Dorothy R. Carter, Georgia Institute of Technology, Using Multilevel IRT to Understand Team Construct Emergence 
Amy Shaw, Rice University, Fred Oswald, Rice University, Fabian Elizondo, Birkman International, Inc., Patrick L. Wadlington, Birkman International, Inc., Improving IRT Ability Estimation With Response Time and Person-Level Covariates 
Adam W. Meade, North Carolina State University, Discussant 
Submitted by Alan Mead, amead@alanmead.org

276. Panel Discussion: 9:00 AM-9:50 AM 
Grand D Employment Test Fraud: It Can Happen to You! Advances in technology have led to innovations in testing and, at the same time, created new challenges in protecting the integrity of testing programs. This session brings together leading experts in high stakes assessments and law and security practices to discuss solutions and answer audience questions related to test security.
277. Special Events: 9:00 AM-9:50 AM

Grand L

Executive Board Special Session: I-O Without Borders: Our Impact in a Multidisciplinary World

This session will highlight a variety of projects that have served to increase the visibility of I-O psychology in the community at large. Presenters will describe past and ongoing projects where I-O psychology has made an impact and will discuss how others can get involved in similar initiatives.

Stephen Stark, University of South Florida, Co-Chair
Samuel T. McCabe, Illinois Institute of Technology, Co-Chair
Tammy D. Allen, University of South Florida, Presenter
Lillian T. Eby, University of Georgia, Presenter
Steven G. Rogelberg, University of North Carolina Charlotte, Presenter
James A. Grand, University of Maryland, Presenter

Submitted by Stephen Stark, sestark@usf.edu

278. Panel Discussion: 9:00 AM-9:50 AM

Liberty AB

Insights on the Lifecycle of HR Analytics Teams

Human resources (HR) analytics are one of the most quickly growing functions within HR, and teams find themselves in various stages of growth, development, and maturity. This panel will describe the lifecycle of an HR analytics team and comment on the future of this important business function.

Madhura Chakrabarti, Dell Inc, Chair
Molly L. Delaney, Hay Group, Co-Chair
Leslie A. Bethencourt, ESPN, Panelist
Kathryn Dekas, Google, Panelist
Jeremy Kasle, BlackRock, Panelist
Mark Scott, Merck, Panelist

Submitted by Molly Delaney, Molly.Delaney@haygroup.com

279. Alternative Session Type: 9:00 AM-9:50 AM

Liberty C

I-O Women IGNITE: Stories of Midcareer Challenges and Opportunities

Five midcareer psychologists will weave together an engaging, high-energy, insightful, and funny set of stories about their careers. With 5 minutes each and automatically advancing slides, their stories promise to IGNITE a discussion with the audience about the challenges and opportunities for women professionals.

Julie S. Lyon, Google, Chair
Hilary J. Gettman, Stonehill College, Author
Mina Sipe, Development Dimensions International (ODI), Author
Denise R. Friedman, Roanoke College, Author
Anuradha Ramesh, Google, Author

Submitted by Julie Lyon, julielyon@gmail.com

280. Panel Discussion: 10:30 AM-11:50 AM

302-304

Under the Hood: Practical Challenges in Developing Technology-Enhanced Assessments

This panel will provide an in-depth look into the practical challenges often faced in designing and developing technology-enhanced assessments (simulations, multimedia SJTs, gamified elements). Panelists will discuss issues related to technology, collaboration, and project management, and will discuss critical skills and skill gaps of I-O psychologists working in this area.

Dusty L. McEwen, State Farm, Chair
Stephanie N. Seiler, FurstPerson, Panelist
Juan Benavidez, TeleTech Inc., Panelist

Patrick Gavan O’Shea, Human Resources Research Organization, Panelist
Eric C. Popp, CEB, Panelist
Eric J. Sydell, SHAKER, Panelist

Submitted by Stephanie Seiler, stephanie.seiler@furstperson.com

281. Symposium/Forum: 10:30 AM-11:50 AM

305-306

Global Noncognitive Assessment: Cross-Cultural Utility and Applicant Reactions

This symposium addresses the use of noncognitive assessments (biodata, personality, situational judgment tests) cross culturally, and is concluded with a discussion by Dr. Robert Gibby. Topics include cultural elaboration utility for mitigating faking in biodata items, and candidate reactions towards noncognitive assessments.

Andrea McCanne, Procter & Gamble, Chair
Michael C. Tocci, Florida Institute of Technology, Co-Chair
Penelope C. Palmer, PSI Services LLC, Joseph D. Abraham, PSI Services, LLC, John A. Weiner, PSI Services LLC, Cross-Cultural Effectiveness of Response Elaboration in a Noncognitive Assessment
Anthony S. Boyce, Aon Hewitt/University of South Florida, Cross-Cultural Consistency in Social Desirability Ratings of Personality Statements
Adam Ducsey, University of South Florida, Dev K. Dalal, University of Connecticut, Christine L. Pusilo, Amazon.com, Travis J. Drake, Colorado State University, Andrea McCanne, Procter & Gamble, Michael C. Tocci, Florida Institute of Technology, Cross-National Reactions to Noncognitive Assessments: What Matters Across the Globe?
Robert E. Gibby, IBM, Discussant

Submitted by Andrea McCanne, mccanne.a@pg.com

282. Symposium/Forum: 10:30 AM-11:50 AM

309-310

Modeling and Simulation in I-O Psychology: A World of Opportunity

This symposium focuses on how computational modeling and simulation can extend theory and research across a variety of topics in I-O psychology. Presenters will describe and discuss results from computational models that target different content areas to highlight the advantages and breadth of opportunities for modeling in our field.

James A. Grand, University of Maryland, Chair
Goran Kuljanin, University of Illinois at Chicago, Michael T. Braun, Virginia Polytechnic Institute and State University, James A. Grand, University of Maryland, Georgia T. Chao, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Modeling the Temporal Dynamics of Team Process
Le Zhou, University of Minnesota, Mo Wang, University of Florida, A Formal Model of Team Leader Regulatory Processes
Corinne Coen, Case Western Reserve University, Mai Trinh, Case Western Reserve University, Dynamics of Cooperation Across Team Structures
Justin Purl, Ohio University, Jeffrey B. Vancouver, Ohio University, Modeling Self-Efficacy’s Effects on Performance

Submitted by James Grand, grandjam@umd.edu

283. Panel Discussion: 10:30 AM-11:50 AM

401-403

Making Strategic Job Analysis Strategic

Strategic job analysis is increasingly used by practitioners to support a wide variety of human capital initiatives. Though based in traditional methods, the “future state” nature of SJA requires additional considerations. A group of panelists representing various perspectives discuss the benefits and potential risks of using SJA in applied settings.

Sandra P. Dennis, SHL, Chair
Neal W. Schmitt, Michigan State University, Panelist
Charles N. Thompson, Taylor Strategy Partners, Panelist
Megan K. Leasher, Macy’s, Inc., Panelist
Brad A. Chambers, Polaris Assessment Systems, Panelist
Heather D. Rooney, SHL, Panelist

Submitted by Charles Thompson, thompsonchad1@gmail.com
284. Community of Interest: 10:30 AM-11:50 AM

The Role of Positive Psychology in I-O

Tammy D. Allen, University of South Florida, Host
Jessica M. Nicklin, University of Hartford, Host and Coordinator

285. Symposium/Forum: 10:30 AM-11:50 AM

407-409

Current Research Developments in Work–Nonwork Boundary Dynamics

Despite increased research on boundary management theory, important questions remain unanswered. The symposium showcases 4 studies on work–nonwork boundary dynamics, including actor–partner boundary tactics for recovery, negative crossover stemming from boundary interruptions, cognitive and affective mechanisms of daily boundary violations, and boundary management profiles across multiple life domains.

Youngah Park, Kansas State University, Co-Chair
Malissa A. Clark, University of Georgia, Co-Chair
Youngah Park, Kansas State University, Verena C. Hahn, University of Mainz, Working Couples’ Boundary Tactics, Postweekend Recovery, and Work Engagement
Angela R. Grotto, Manhattan College, The Reach of Work Interruptions: Crossover of Affect in Couples
Emily M. Hunter, Baylor University, Malissa A. Clark, University of Georgia, Angela A. Beiler-May, University of Georgia, Dawn S. Carlson, Baylor University, Violating Work–Family Boundaries: Positive and Negative Effects
Michael Horvath, Cleveland State University, Managing Boundaries Between Work, Family, and Religion
Carrie A. Bulger, Quinnipiac University, Discussant
Submitted by YoungAh Park, youngah@k-state.edu

286. Panel Discussion: 10:30 AM-11:50 AM

Franklin 08

Finding I-O’s Magical Unicorn, Integrated Talent Management

Researchers and practitioners have been talking about ITM for decades, yet most organizations are still struggling to realize an efficient ITM system. A professional panel will provide insight into real-life challenges associated with ITM, along with practical applications organizations can employ when implementing a truly integrated talent management system.

Kristina M. Kayton, PDRI, a CEB Company, Chair
Cheryl L. Sanders, Lowe’s, Inc., Panelist
Andrew Biga, JetBlue Airways, Panelist
Monica Schultz, Cox Communications, INC., Panelist
David Coole, APTMetrics, Inc., Panelist
Submitted by Kristina Kayton, kmkayton@gmail.com

287. Symposium/Forum: 10:30 AM-11:50 AM

Franklin 09

Alternative Solutions to Measurement Challenges of Culture and Climate

Despite importance of organizational culture to performance, research has lagged behind other areas of I-O psychology in the development of sound measurement. This symposium will address measurement challenges and offer suggestions for scientific advancement. Presenters will discuss alternative and innovative measurement techniques that address academic and practical research contexts.

David P. Costanza, George Washington University, Chair
Cheri Ostroff, University of South Australia, Co-Chair
Chad Hartnell, Georgia State University, Angelo Kinicki, Arizona State University, Cheri Ostroff, University of South Australia, Elizabeth Karam, Texas Tech University, Frederick P. Morgeson, Michigan State University, Investigating the Relativistic Validity of Organizational Dimensions and Configurations
David P. Costanza, George Washington University, Nikki Blacksmith, George Washington University, Meredith R. Coats, George Washington University, A Historiometric Perspective of Organizational Culture
Tilman Sheets, Louisiana Tech University, Richard J. Chambers, PepsiCo-Frito-Lay, Bharati B. Belwalkar, Louisiana Tech University, Jason D. Marks, Louisiana Tech University, The Development of a Public-Domain Measure of Climate
Submitted by Nikki Blacksmith, nikkiblacksmith@gmail.com

288. Master Tutorial: 10:30 AM-11:50 AM

Getting Started With R: An Interactive and Hands-on Tutorial

R is a powerful tool for statistical analysis, but learning R can be challenging. This interactive master tutorial will teach how to overcome obstacles that beginners commonly face. Please bring your laptop (optional) if you want to follow along the interactive tutorial and please download session materials here: http://goo.gl/Fk3Y9

Adam Beatty, Human Resources Research Organization, Presenter
Jeff A. Jones, Korn Ferry, Presenter
Alexander R. Schwall, Development Dimensions International (DDI), Presenter
Submitted by Alexander Schwall, alexander.schwall@gmail.com

289. Poster Session: 10:30 AM-11:20 AM

Franklin Hall

Leadership

289-1 Leader–Member Exchange and the Workplace Bully

Employees who have a low-quality leader–member exchange (LMX) relationship with their supervisor (leader) will be more likely to experience workplace bullying behavior directed at them by their supervisor. Employees who are bullied were found to engage in retaliatory behavior directed at the organization.

Pamela J. Foster, Washburn University
Submitted by Pamela Foster, pam.foster@washburn.edu

289-2 The Effects of Leader Arrogance on Subordinate Outcomes

This poster examined the outcomes of leader arrogance in a survey study. Findings indicate that arrogant leadership predicts lower levels of subordinate feedback seeking and morale via its adverse effect on the feedback environment and that subordinate feedback orientation and perceived organizational support moderate these relationships.

Lauren A. Borden, University of Akron
Paul E. Levy, University of Akron
Stanley B. Silverman, University of Akron
Submitted by Lauren Borden, lab146@zips.uakron.edu

289-3 A Moderated-Mediation Examination of Knowledge Sharing and Abusive Supervision

Based on social exchange theory, this study examines the negative effect of abusive supervision on knowledge sharing through LMX moderated by impression management motive. Using a moderated mediation framework, it was investigated how employees’ self-enhancement motive can determine the level of LMX and knowledge sharing via LMX when leaders behave destructively.

Woohye Choi, Seoul National University
Sunghyuck Mah, Seoul National University
Sanghun Cho, Seoul National University
Seckyoung L. Kim, Seoul National University
Seokhwa Yun, Seoul National University
Submitted by Woohye Choi, woohyeely@gmail.com

289-4 Examining Patterns of Followership Ratings Using Latent Class Analysis

This study investigated patterns of followers with similar role perceptions. Latent class analysis (LCA) was used to identify and describe 4 classes of followers with similar perceptions of followership (exemplary, pragmatic, passive, and isolated). Autonomous work climate was a significant predictor of class membership across men and women.

Patrick T. Coyle, Virginia Tech
Roseanne J. Foti, Virginia Tech
Kathleen B. Sneed, Virginia Tech Provost’s Office
Yashna Shah, Virginia Tech
Micah Roediger, Virginia Tech
Submitted by Patrick Coyle, coylep23@vt.edu
289-5 The Generalizability of Transformational Leadership Across Cultures and Research Designs
This poster examined the generalizability of the transformational leadership–subordinate performance relationship across countries and organizations, and whether the relationship has been inflated by common-method effects. Data from 192 samples representing 54,553 individuals in 31 countries illustrate that the relationship is much weaker than thought and highly variant across cultures.

Marcus Crede, Iowa State University
Jaehee Jong, University at Albany
Peter D. Harms, University of Nebraska, Lincoln

Submitted by Marcus Crede, mcrede@iastate.edu

289-6 Developing Leadership Talent in China: Assessing and Mitigating Managerial Derailment
The paper presented the results of an empirical investigation of the relationship between 360-degree assessment of derailment behaviors and the risk of derailment. It was found that undesirable leadership behaviors predicted the risk of derailment of a sample of Chinese managers beyond job performance and positive leadership competencies.

King Yyi Tang, Korn Ferry
Guangrong Dai, Korn Ferry

Submitted by Guangrong Dai, grdai@hotmail.com

289-7 Employee Learning Goal Orientation and Leader Empowering Behavior
This study investigates why leaders empower their followers. Specifically, it examines the leader trust in subordinates as mediating the relationship between subordinate goal orientation and leader empowering behaviors. Results indicate that leaders' affect-based trust, but not cognitive-based trust, served to mediate the effect of learning goal orientation on empowering behavior.

Soo Jung Han, Temple University
Crystal M. Harold, Temple University
Seckyoung L. Kim, Seoul National University
Seokhwa Yun, Seoul National University

Submitted by Soo Jung Han, tuf74100@temple.edu

289-8 Deification of the CEO: A 40-Year Exploration of CEO Descriptions
This study examines changes in the romance of leadership over time by analyzing positive and negative descriptions of CEOs in *Harvard Business Review* (HBR) from 1974 to 2013. Results show an increase in positive leader descriptions and no trend in negative leader descriptions, suggesting increased romance of leadership.

Andrea L. Hetrick, University of Georgia
Erin Michelle Todd, University of Georgia
Jaylyn F. Clark, University of Georgia
Brian J. Hoffman, University of Georgia

Submitted by Andrea Hetrick, ahetrick@uga.edu

289-9 The Influence of Organizational Context on Implicit Leadership Theories
This study tested whether implicit leadership theories reflect organizational cultures. Data from 166 Army and Air Force ROTC cadets indicated that cadets did not differentiate between the 2 organizational cultures. However, their leadership schemas were influenced by the leader’s specialty area (line vs. staff) and by the leader’s gender.

Judith B. LaValley, Kansas State University
Clive Fullagar, Kansas State University
Satoris C. Culbertson, Kansas State University

Submitted by Judith LaValley, lavalley@ksu.edu

289-10 Dealing With Abusive Supervisor: Roles of Social Interaction, Task Interdependence
This study investigates the moderating role of followers’ social interaction and task interdependence on the relationship between abusive supervision and followers’ task performance. Analyses of 250 supervisor–follower dyadic data provide supports for the hypotheses. The results propose 2 possible followers’ strategies to deal with abusive supervisor.

Jihye Lee, Seoul National University
Heesun Chae, Seoul National University
Oh Soo Park, Seoul National University

Submitted by Jihye Lee, wisdom0405@snu.ac.kr

289-11 Who Gets More Benefits From Perceiving Higher LMX Among Coworkers?
The study investigates the interaction between leader–member exchange social comparison (LMXSC) and performance goal orientation predicting task performance based on social exchange and resource perspective. Findings indicate that those who are high in performance-avoid goal orientation (PAGO) or low in performance-prove goal orientation (PPGO) get more benefits from LMXSC.

Sunghyuck Mah, Seoul National University
Woohhee Choi, Seoul National University
Sanghun Cho, Seoul National University
Seckyoung L. Kim, Seoul National University
Seokhwa Yun, Seoul National University

Submitted by Sunghyuck Mah, rynshmah@gmail.com

289-12 Safety, Ethics, and Moral Potency: Leader Influence on Subordinate Voice
This study examined the impact of work group safety climate and supervisory emphasis on safety on subordinate moral potency, which in turn impacts subordinate voice behavior. Results suggest that work group safety climate had a significant direct effect on moral potency and a significant indirect effect on voice.

David C. Mihm, University of Central Florida

Submitted by David Mihm, davidcmihm@gmail.com

289-13 Leader–Member Exchange (LMX): A Multilevel Social Relations Analysis
A multilevel social relations analysis of round robin reports of LMX in teams was conducted. Results show 41% of the variance in LMX ratings was due to the rater, 11% was due to the target, 38% was due to the dyad, and 10% was due to the group.

Kevin M. Mullaney, United States Naval Academy
Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitted by Kevin Mullaney, mullaney.family@gmail.com

289-14 Minding One’s Manners: Linking Leader Mindfulness and Follower Job Performance
Prior research shows that leader trait mindfulness is related to follower job performance. This poster investigated the mediating mechanisms that underlie this relationship. Results show transformational leadership, passive-avoidant leadership, and abusive supervision behaviors uniquely mediate this relationship. Furthermore, the mediating pathway through abusive supervision is dependent upon leader emotional exhaustion.

Winny Shen, University of Waterloo
Erica W. Diehn, University of St. Thomas

Submitted by Winny Shen, winny.shen@uwwaterloo.ca

289-15 Authoritarian Transformational Leadership: Evidence From China
Drawing on implicit leadership theory, it is theorized that an effective leader can be simultaneously transformational and authoritarian in non-Western cultures. Two independent studies show that transformational leadership is more positively related to employee performance when the leader exhibits a higher level of authoritarianism.

Shuisheng Shi, The Hong Kong Polytechnic University
Xu Huang, The Hong Kong Polytechnic University
Mingjin Zhou, Harbin Institute of Technology

Submitted by Shuisheng Shi, shishuisheng@gmail.com

289-16 The Relationship Between Leadership and Flow: A Daily Diary Study
This study examines how transformational leadership and leader–member exchange relationships are related to employees’ experiences of flow. Data from 43 employees surveyed daily for 2 weeks revealed that leaders impact several workplace conditions that in turn impact flow experiences. Furthermore, daily flow was related to daily performance.
289-17 Leading Like a Woman: Roles, Influence, and Follower Perceptions

Drawing on social role and role congruity theory, this poster examines how the leader role and gender roles impact the effectiveness of tactics in downward influence attempts. Findings suggest that communal and neutral influence styles (rather than agentic) are more effective for most outcomes, regardless of leader or follower gender.

Caitlin E. Smith Sockbeson, Tulane University
Alison V. Hall, University of Texas at Arlington

Submitted by Caitlin Smith Sockbeson, csmith1@gmail.com

289-18 Transformational Teachership: How Principles of Transformational Leadership Foster Student Outcomes

Using an experimental design, results of this study demonstrated an observed difference in student observations of transformational leadership behaviors as a result of training, as well as students in the experimental condition performing significantly better than students in the control condition. Psychological meaning was supported as a mediating variable.

Janet M. Peters, Washington State University
Thomas M. Cavanagh, Dominican University of California
Samantha A. Stelman, Colorado State University
Kyle J. Sandell, Colorado State University
James W. Weston, Colorado State University
Zinta S. Byrne, Colorado State University

Submitted by Samantha Stelman, samanthastelman@gmail.com

289-19 For Whom LMXPositively Predicts Job Burnout?

This paper examined a 3-way interaction among LMX, positive norm of reciprocity, and power distance orientation in Chinese context exploring the dark side of LMX. Results revealed that for people simultaneously high in positive norm of reciprocity and power distance orientation, the relationship between LMX and burnout turned positive.

Jiaqing Sun, University of Illinois at Chicago
Xinxin Lu, Renmin University of China

Submitted by Jiaqing Sun, jsun46@uic.edu

289-20 Developing Leadership Potential With Stories of Pragmatic Leaders

This study examined the use of stories as a means for developing leadership potential. Undergraduates in psychology (N = 172) read stories of pragmatic leadership and responded to questions designed to induce active processing. Participants that analyzed both story events and the causes of events formulated stronger vision statements.

Logan L. Watts, University of Oklahoma
Logan M. Steele, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitted by Logan Watts, loganlwatts@gmail.com

289-21 Early Childhood Behavior Problems Predict Leader Emergence—But Gender Matters!

This poster investigated how children’s externalizing behavior problems affect leadership emergence during young adulthood. Using data from the Children of the National Longitudinal Survey of Youth, ordinal regression showed that externalizing childhood behaviours predicted early leadership emergence. However, this positive effect was only significant for boys not girls.

Julie G. Weatherhead, Queen’s University
Julian I. Barling, Queen’s University

Submitted by Julie Weatherhead, j.g.weatherhead@gmail.com

289-22 A Dynamic Multilevel Study of Insomnia and Leader Emergence

Based on repeated measures data from 26 participants across a 12-week period (totaling 262 observations), it was found that within-person levels of insomnia and self-control coping (a between-person variable) interact to predict a focal person’s subsequent emergence as a leader.

This interactive effect is mediated by liking by peers.

Zhen Zhang, Arizona State University
Michael Cole, TCU
Christopher M. Barnes, University of Washington
Shannon G. Taylor, University of Central Florida

Submitted by Zhen Zhang, zhen.zhang@asu.edu

290. Symposium/Forum: 10:30 AM-11:50 AM

Grand A

Context Matters: New Perspectives in the Study of Incivility

Five papers study workplace incivility by examining contextual factors that can affect or be affected by uncivil experiences in the workplace. The studies examine the role of coworkers witnessing incivility, unit incivility norms and contradicting high-quality service climates, organizational climate for mistreatment, and cross-domain factors such as personal life context.

M. Gloria Gonzalez-Morales, University of Guelph, Chair
Jaclyn M. Jensen, DePaul University, Jana L. Raver, Queen’s University, Witnessing Incivility: What Factors Will Elicit Bystander Decisions to Intervene?
Jana L. Raver, Queen’s University, Mark G. Ehrehart, San Diego State University, Beng-Chong Lim, Nanyang Technological University, Incivility Norms and the Pursuit of Empowerment and Cultural Alignment
Alexandra C. Chris, University of Guelph, M. Gloria Gonzalez-Morales, University of Guelph, Work–Personal Life Conflict and Burnout: Predictors of Enacted Incivility
John P. Wittenstein, Florida International University, Do Incivility and Interpersonal Conflicts Spill Over?

Submitted by M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca

291. Panel Discussion: 10:30 AM-11:50 AM

Grand B

20 Years of Changes in Preemployment Testing: Experiences and Challenges

This session brings together practitioners from 3 large organizations and 1 external consultancy to share experiences and challenges related to preemployment testing over the last 20 years. Topics will include changes in testing delivery modes, unproctored testing, ATS integration, candidate experiences, and the new VEVRAA and Section 503 requirements.

Tracey Tafero, Select International, Chair
Benjamin P. Granger, Verizon, Panelist
David J. Lux, Georgia-Pacific, Panelist
Kimberly S. Steffensmeier, Valero Energy Corporation, Panelist
Paul E. Glazhofer, Select International, Panelist

Submitted by Paul Glazhofer, paulglazhofer4@gmail.com

292. Symposium/Forum: 10:30 AM-11:20 AM

Grand C

Decent Work, UN Sustainable Developments Goals, and Humanitarian Work Psychology

This session considers the role of HWP in promoting culturally relevant and locally sustainable decent work through fair trade and inclusive business. Four diverse academic and practitioner presentations examine social inclusion and missing competencies for I-O, psychology in UN sustainable development goals, and case studies of local fair-trade initiatives.

Mahima Saxena, Illinois Institute of Technology, Chair
Stuart C Carr, Massey University, The Business of Inclusion
Sean Cruse, United Nations Global Compact, How the UN Global Compact Facilitates Local Private Sector Partnerships
Mary O. Berry, Teachers College, Columbia University, Decent Work and Entrepreneurship in UN Sustainable Development Goals

Mahima Saxena, Illinois Institute of Technology, Dharm P.S. Bhawuk, University of Hawaii at Manoa, Fair-Trade, Cultural Skills, Decent Work: Field Notes From South Asia
Virginia E. Schein, Gettysburg College, Discussant

Submitted by Mahima Saxena, msaxena1@iit.edu
293. Panel Discussion: 10:30 AM-11:50 AM
Grand D
The Best of Frenemies
Business rivals competing in some areas and collaborating in others is a trend described as the key to long-term success. The panel will address how consulting firms have collaborated and can continue to collaborate to reach higher practice and scientific value as well as succeed in the same competitive marketplace.
Lynn Collins, BTS, Chair
Sandra Hartog, BTS, Panelist
Brian J. Ruggeberg, Aon Hewitt, Panelist
Sheila M. Rioux, Development Dimensions International (DDI), Panelist
Mark Alan Smith, CEB Valtera, Panelist
Steven C. Hardesty, Assess Systems, Panelist
Martin Lanik, Pinsight, Panelist
Submitted by Lynn Collins, lynn.collins@fenestrainc.net

294. Roundtable Discussion/Conversation Hr: 10:30 AM-11:50 AM
Grand I
Communities of Work Psychologists Outside the US
This roundtable continues an effort begun with SIOP 2013 to help members establish and become more proactive in grass-roots, local communities of work and organization psychologists outside the US. We’ll share work underway, discuss challenges, and agree on courses of action for collaboration leading up to SIOP 2016.
Alison R. Eyring, Organisation Solutions Pte., Ltd., Host
Barbara Kozusznik, University of Silesia, Katowice, Host
Milt Hake, University of Minnesota, Host
William L. Farmer, U.S. Bureau of Naval Personnel, Host
Lynda Zugec, The Workforce Consultants, Host
Submitted by Alison Eyring, aeyring@organisationsolutions.com

295. Symposium/Forum: 10:30 AM-11:50 AM
Grand J
Gendered Experiences in STEM: Understanding Drivers of Staying and Leaving
For women in STEM, the leaky pipeline is persistent and has been heavily studied. This symposium focuses on the work–family issues experienced by women in the STEM academic environment and how these issues impact the retention and success of women at different career stages.
Vanessa A. Jean, Texas A&M University, Co-Chair
Debra A. Major, Old Dominion University, Co-Chair
Dante P. Myers, Old Dominion University, Michael Litano, Old Dominion University, Debra A. Major, Old Dominion University, Implications of Anticipated Work–Family Conflict for STEM Embeddedness
Audrey Jaeger, North Carolina State University, Alessandra Dinin, North Carolina State University, Postdoc Ambiguity: Experiences of STEM Scholars
Alyssa Westring, DePaul University, Rebecca Speck, University of Pennsylvania, Mary Sammel, University of Pennsylvania, Patricia Scott, University of Pennsylvania, Lucy Tulon, University of Pennsylvania, Emily Conant, University of Pennsylvania, Stephanie Abbuhl, University of Pennsylvania, Jeanne Ann Grissom, University of Pennsylvania, Factors Impacting the Attrition of Women Faculty in Academic Medicine
Anna Jesus, University of Pennsylvania, Discussant
Submitted by Vanessa Jean, vanessajean85@gmail.com

296. Symposium/Forum: 10:30 AM-11:50 AM
Grand K
It’s Okay to Do Rating Format Research Again
Despite Landy and Farr’s (1980) highly influential call for a moratorium on rating format research over 30 years ago, recent research continues to show that rating format design can influence rating quality. This symposium brings together a group of scholars who will share their research and expertise on this topic.
C. Allen Gorman, East Tennessee State University, Co-Chair
John P. Meriac, University of Missouri-St. Louis, Co-Chair
Aharon Tziner, Netanya Academic College, The Moratorium on Rating Format Research Shouldn’t Be Called Off
Sylvia G. Roch, University at Albany, SUNY, Rating Format and Justice: Importance of Justice Dimension and Trust
Emily A. Ingalls, University of Missouri-St. Louis, John P. Meriac, University of Missouri-St. Louis, Sarah E. Hill, University of Missouri-St. Louis, John S. Silfka, University of Missouri-St. Louis, User Reactions and Rating Scales: An Experimental Comparison
Walter C. Borman, Personnel Decisions Research Institutes, Chris Kubisiak, PDRI, a CEB Company, Matthew R. Grossman, University of South Florida, Wendy Darr, Department of National Defence, Development and Field Test of CARS for the Canadian Forces
Gary P. Latham, University of Toronto, Discussant
Submitted by C. Allen Gorman, gorman@etsu.edu

297. Symposium/Forum: 10:30 AM-11:50 AM
Grand L
Latest Findings in Conditional Reasoning: New Scales and Multiple Motives
Presentations included will describe the latest measurement and theoretical developments in the identification and assessment of implicit personality as framed within the paradigm of conditional reasoning. Primary focus will be on novel theoretical and measurement development. Supporting data will be presented. Presentations are followed by comments from an expert discussant.
Jeremy L. Schoen, Georgia Gwinnett College, Chair
James M. LeBreton, Pennsylvania State University, Elizabeth M. Grimaldi, Pennsylvania State University, Strategies and Suggestions for Building and Validating Conditional Reasoning Tests
Marike C. Schilpzand, Georgia Institute of Technology, Jeremy L. Schoen, Georgia Gwinnett College, Jennifer L. Bowler, East Carolina University, Development for an Implicit Measure of Creative Personality
Jeremy L. Schoen, Georgia Gwinnett College, Development of an Implicit Measure of Integrity
Daniel R. Smith, United States Military Academy, Implicit Personality and Success in a Stressful Combat Leadership Course
Mark N. Bing, University of Mississippi, Discussant
Submitted by Jeremy Schoen, jeremy.schoen@gmail.com

298. Special Events: 10:30 AM-11:50 AM
Independence Ballroom
Alliance for Organizational Psychology Special Session: Working With Mental Health Issues
Mental health issues (i.e., depression, stress, anxiety) are one of the biggest health issues among the working population. This cross-disciplinary panel will discuss the work–mental health linkage, focusing on issues including hiring, retaining, and barriers to inclusion of persons with mental health issues.
Fred Zijlstra, Maastricht University, Chair
Mathilda Niehaus, University of Cologne, Presenter
Frans Nijhuis, Maastricht University, Presenter
Susanne M. Bruyere, Cornell University, Presenter
Adrienne J. Colella, Tulane University, Presenter
Submitted by Fred Zijlstra, fred.zijlstra@maastrichtuniversity.nl

299. Symposium/Forum: 10:30 AM-11:50 AM
Liberty AB
Faces in a Crowd: Data Aggregation Issues in Legal Scenarios
This symposium advocates for the application of multilevel methods for analyzing multilevel data in the legal context. Presenters provide problems and recommendations associated with aggregated and nested data in (a) criterion-validation studies, (b) adverse impact analyses, and (c) pay equity studies.
David F. Dubin, Psychological ARTS, Co-Chair
Kayo Sady, DCS Consulting, Co-Chair
David F. Dubin, Psychological ARTS, Chester Harvey, Berkeley Research
301-4 Reconciling the Effect of Interdependence on Job Crafting and Performance
This study investigates competing perspectives of interdependence as deterrent versus initiator (antecedent) and buffer versus catalyst (moderator) of the indirect effects of employee job crafting on employee performance through psychological empowerment. Results suggest that interdependence initiates job crafting and acts as a catalyst of the job crafting–motivated performance relationship.
Scott Dust, Eastern Kentucky University
Submitted by Scott Dust, scott.dust@eku.edu

301-5 New Job Analysis Paradigm: Virtuous Circle and Contextualized Knowledge Elicitation
This poster describes application of a new paradigm for job analysis: contextualized knowledge elicitation applied to a cycle combining data from simulator systems and self-reports. The combination of system-generated data and self-reports can provide more accurate cues to guide investigations about perceptual-cognitive skills required for successful task performance.
Sterling Wiggins, Aptima, Inc.
Jennifer Pagan, University of Central Florida
Michael J. Keeney, Aptima, Inc.
Amy Bolton, Office of Naval Research
Webb Stacy, Aptima, Inc.
Jeffrey M. Beaubien, Aptima, Inc.
Submitted by Michael Keeney, mkeeney@aptdmetrics.com

301-6 An Exploration of Preferred Job Attributes
Job attribute research has typically focused on attributes preferred by gender using student or general population convenience samples. This study expands previous research by exploring preferred job attributes in a large sample of managers. The effects of gender, managerial and education level, and line/staff affiliation are explored.
Robert E. Lewis, APTMetrics, Inc.
Submitted by Robert Lewis, blewis@aptdmetrics.com

301-7 Job Analytic Comparisons of Managerial and Leadership Competencies Across Industries
Using archival job analytic data, this poster examined the overlap in competencies required for effective managers and leaders across industries. Results suggest necessary behaviors are similar across industries, and differences are likely present for all levels of employment. Therefore, we should work toward 1 competency model for managerial and leadership performance.
Kimberly S. Nei, Hogan Assessment Systems
Dara Pickering, Hogan Assessment Systems
Submitted by Kimberly Nei, knel@hoganassessments.com

301-8 Let’s Chat: The Importance of Consensus Discussion in Linkage Exercises
This study contributes to limited research regarding KSAs–task linkages by comparing intervener agreement, final linkages, and participant preference resulting from a hybrid method—which included a consensus-forming training period—to an independent rating method. Results provide support for the hybrid method, which yielded higher intervener agreement than the independent method.
Sarah N. Gilbert, American Institutes for Research
Erika Robinson-Morrall, American Institutes for Research
Cheryl Hendrickson, American Institutes for Research
Kaila M. Simpson, George Mason University
David W. Vestal, American Institutes for Research
Robert McMahon, American Institutes for Research
Terrence Wright, NCSBN
Submitted by Erika Robinson-Morrall, emorrall@air.org

301-9 O*NET and the changing world of work
This poster examined the factor structure of O*NET occupational ratings for 2 database versions: 4.0 and 18.1. Exploratory structural equation modeling indicated a lack of factorial invariance across 5 domains investigated. However, congruence coefficients indicated strong similarity be-
tween factors across versions, suggesting that O*NET factor structures are approximately similar over time.

Natalie A. Wright, Valdosta State University
Alexander E. Glosse, North Carolina State University

Submitted by Natalie Wright, nawright@valdosta.edu

301-10 User Experience and the Adoption of Company-Wide Standard Software Systems

This study provides a systematic analysis of experience as a moderating factor in an extended technology acceptance model (TAM). The hypotheses were tested in a field survey of 4629 users of a company-wide standard software at an international logistics company. Theoretical contributions and practical implications are discussed.

Oliver Kohnke, SAP Deutschland AG & Co. KG
Marleen Rusche, SAP Deutschland SE & Co. KG

Submitted by Oliver Kohnke, oliver.kohnke@sap.com

301-11 Cynicism About Organizational Change and Turnover: A Moderated Mediation Model

This study was conducted to establish the explanatory mechanisms, which include organizational commitment, burnout, and job satisfaction, that occur simultaneously to explain the relationship between cynicism about organizational change and turnover intentions. Also examined were ways of reducing the negative impact of cynicism by looking at workgroup psychological safety.

Anna K. Young, University of Connecticut
Xiaoyuan (Susan) Zhu, University of Connecticut
Jenna C. Shapiro, University of Connecticut
Vicki J. Magley, University of Connecticut

Submitted by Anna Young, akyoungagnes@gmail.com

301-12 Goal Orientation and Regulatory Fit: Utilization of Task Feedback

This study tests the generality of the regulatory fit principle using goal orientation; the effect of fit on corrective feedback utilization was tested. Results indicated that individuals experiencing fit between goal orientation and feedback framing exhibited greater variety and frequency of feedback recommended behaviors.

Nikita Arun, Virginia Tech
Neil M. A. Hauenstein, Virginia Tech

Submitted by Nikita Arun, narun528@gmail.com

301-13 How Beliefs About the Self Influence the Feedback Process

This poster examined how employee mindset (beliefs regarding the malleability of human attributes) interacts with feedback characteristics to influence employees’ perceptions of the feedback and, in turn, their responses to it. Findings suggest that employees’ beliefs and goal tendencies determine how they perceive and respond to feedback messages at work.

Matt J. Zingoni, University of New Orleans
Kris Byron, Syracuse University

Submitted by Kris Byron, kibyron@syr.edu

301-14 Examining Theoretical Models of Leadership and Management Through Empirical Data

This poster examined the validity of taxonomies of leadership and management performance dimensions from the perspective of subordinates’ open-ended feedback comments. Findings indicated that these comments reflected the Campbell (2012) model of supervisor performance. These findings suggest that organizations might better structure supervisor evaluations according to existing models of performance.

Christine Cao, University of Minnesota
Kevin C. Stanek, University of Minnesota
John P. Campbell, University of Minnesota

Submitted by Christine Cao, christinecaoo00@gmail.com

301-15 Factors Influencing Measurement Equivalence and Interrater Discrepancies of 360-Degree Ratings

The study examined whether factors related to work behaviors (i.e., social desirability and observability) influenced the measurement equivalence and interrater discrepancies of 360-degree ratings. Behaviors with low social desirability and high observability showed higher interrater reliability across rating sources, but item characteristics did not affect the measurement equivalence.

Mengyang Cao, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign
Patrick L. Wadlington, Birkman International, Inc.
Bertha Rangel, University of Illinois at Urbana-Champaign

Submitted by Mengyang Cao, pkucmy@gmail.com

301-16 Effects of Goal Orientation and Negative Feedback on Self-Efficacy

An experiment was developed to examine the effects of negative test performance feedback on interest to reattempt a task. The effect of negative performance feedback on reattempt self-efficacy and interest depended on learning goal orientation and was significant and negative only when learning goal orientation was low.

Christopher Ruppel, The College of New Jersey
Jason Dahling, The College of New Jersey

Submitted by Jason Dahling, dahling@tcnj.edu

301-17 Measuring Performance and Potential: Exploring Integrated Assessment Systems

This study investigated the relationship between ratings of 2 popular forms of leadership development assessments: 360 surveys and technology-enhanced assessment centers (TEAC). Findings revealed no significant relationships between the assessment methods across 3 samples from Fortune 500 companies. This suggests each instrument offers distinct insights into participant capabilities.

Rachel Hudman, BTS
Gregory Mose, Hofstra University
Erika Reckert, BTS
Lynn Collins, BTS

Submitted by Rachel Hudman, ref2130@columbia.edu


Practitioners and researchers have cited many issues with contemporary performance management systems. This poster proposed a new model of performance management based on receiving and giving continuous and on the job coaching from colleagues. It argues that this new model of performance management has numerous advantages over traditional performance management.

Tiwi D. Marira, Baruch College-City University of New York
Rachel Ryan, Baruch College and The Graduate Center

Submitted by Tiwi Marira, twi221@gmail.com

301-19 The Effect of Action Orientation on Reactions to Feedback

181 employed participants, recruited online, completed a bogus verbal task and were randomly presented with positive or negative feedback. Consistent with ego defense, results indicated that feedback sign influenced feedback acceptance, ego-defensive identity compensation, as well as anticipated withdrawal, task-, and nontask performance, as moderated by action-state orientation.

Ashley M. Ford, Central Michigan University
Kimberly E. O’Brien, Central Michigan University
Ye Ra Jeong, Central Michigan University

Submitted by Kimberly O’Brien, obrie1ke@cmich.edu

301-20 Refining 360-Degree Feedback Measures: a Case Study

The authors describe the process they undertook to refine the Department of Veteran Affairs 360-degree feedback instrument. This paper is intended to illustrate a possible route practitioners could take to evaluate a similar instrument.

David A. Periard, VHA National Center for Organization Development
Boris I. Yanovsky, Department of Veterans Affairs
Katherine Osatuke, Miami University

Submitted by David Periard, periard.2@wright.edu

301-21 Conscientiousness Moderates the Effect of Performance Trends on Performance Ratings

In a longitudinal field study of 196 individuals, it was found that longitu-
nal trends in objective performance influenced the overall performance evaluations provided by other raters. The effect was further moderated by Conscientiousness, such that the performance trends influenced performance ratings only for individuals who were lower in Conscientiousness.

Joseph A. Schmidt, University of Saskatchewan
Christopher Poile, University of Saskatchewan
Submitted by Joseph Schmidt, jschmidt@edwards.usask.ca

301-22 Interpreting Subordinate Feedback Seeking Behaviors: Supervisors’ Attributions and Impressions
This study examined interactions of a subordinate’s feedback seeking characteristics on the supervisor’s consequent motive attributions and impressions of competence, confidence, and employee engagement. Findings indicated asking about performance weaknesses and superior performing subordinates were perceived as strongly driven by instrumental motive and rated higher in competence, confidence, and engagement.

Keemia Vaghef, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology
Submitted by Keemia Vaghef, kvaghef2012@my.fit.edu

301-23 Image Enhancement and Political Skill in the Feedback Seeking Context
Consistent with the self-concept enhancing tactician (SCENT) model and socioanalytic theory, this study demonstrates that relationship between subordinate image enhancement feedback-seeking motive and supervisor-reported task performance is mediated by feedback-seeking from supervisors and that this mediation is moderated by subordinate political skill.

Brian G. Whitaker, Appalachian State University
Jason Dahling, The College of New Jersey
Submitted by Brian Whitaker, whitakerbg@appstate.edu

301-24 A Latent Class Analysis of Electronic Performance Monitoring Practices
This poster investigates the effects of different forms of electronic monitoring, which were empirically identified using latent class analysis. Individuals classified as unsure about how they are monitored reported the most negative perceptions. Employees monitored less invasively reported more positive perceptions. Monitoring class was related to organization size and job complexity.

Jon C. Wilford, George Washington University
Robert Howard, The George Washington University
Michael J. Cox, George Washington University
Jessica M. Badger, U.S. Army Research Institute
Tara S. Behrend, George Washington University
Submitted by Jon Wilford, jwillford@gwu.edu

301-25 Critical Success Factors for Thriving HR Initiatives
The organizational, intervention and change leader characteristics that predict HR initiative adoption, implementation, sustainability, and growth were explored. Results indicate key factors include benefit/ease-of-use to end-users, top leadership support, running the project like a business, and proactively promoting the work.

Paul R. Yost, Seattle Pacific University
Teanna S. Blees, Seattle Pacific University
Michael P. Yoder, Seattle Pacific University
Emily M. Pelosi, Seattle Pacific University
Submitted by Teanna Blees, ziegler@spu.edu

301-26 HR Practices, HRM Perception, and Organizational Performance: Multilevel Analysis
This poster examines the collective HRM perceptions’ mediation of the relationship between HR practices and firm performance, and identified the formation mechanism using a multilevel sample. Results indicate that HRM perception is the determinant HRM effectiveness and that team leaders are facilitators in the formation of HRM perception.

EunHee Kim, Seoul National University
Submitted by Kim EunHee, privateeunhee@gmail.com

301-27 Relative Criteria Importance Depends on Predictor Choices
The criterion a company uses to hire employees should take into consideration the company’s selection system. Criteria that are easier to predict should be given more weight because they come at a lower opportunity cost. A dynamic model of predictor, criterion optimization is proposed based on ordinal utility theory.

Allen P. Goebi, University of Minnesota
Jeff A. Jones, Korn Ferry
Earl Q. Sharpe, Private Practice
Submitted by Allen Goebi, goebi005@umn.edu

301-28 Examining the Relationship Between Human Resource Practices and Performance
The link between human resources and organizational performance remains elusive due to unknown mediation effects. Three mediators were tested; the best fitting model suggests 2 of these mediators, perceived organizational support and employee well-being, contribute to the explanation of the HR to performance relationship.

Nikita Arun, Virginia Tech
Andrew M. Miller, Virginia Tech
Submitted by Andrew Miller, amiller6@vt.edu

301-29 What Does HR Do? Time-Driven Activity-Based Costing for HR Organizations
This study aggregated the results of a time-driven activity-based costing tool that asked participants to estimate the time spent on HR-related activities at 30 different organizations. The study looked at time spent of HR activities and functions at both an individual respondent level and at a cross-organizational level.

Nathan A. Schneeberger, Towers Watson
Submitted by Nathan Schneeberger, nschneeberger01@yahoo.com

301-30 Towards Evidence-Based Writing Advice: A Linguistic Analysis of HR Articles
Although several editorials have presented best-practice examples for academic writing, evidence-based advice is lacking, especially for international researchers. This poster linguistically analyzed 478 U.S. and Indian research articles and found that Indian researchers use hedges (words reducing commitment to claims) less often, suggesting that they likely violate expectations of U.S. reviewers.

Nida ul Habib Bajwa, Universität des Saarlandes
Cornelius J. König, Universität des Saarlandes
Octavia S.V. Harrison, Johann Wolfgang Goethe-Universität Frankfurt
Submitted by Nida ul Habib Bajwa, n.bajwa@u.uni-saarland.de
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302. Panel Discussion: 12:00 PM-1:20 PM
302-304
Intrapreneurship: Fostering Innovation in Big Organizations
There is an abundant literature on the psychology of entrepreneurship but little research on the antecedents and consequences of intrapreneurship, defined as work-related behaviors that promote change and innovation within large organizations. A diverse and experienced panel will share lessons learned and spark ideas for research and practice.
Tomas Chamorro-Premuzic, University of London, Chair
Brian Rubineau, McGill University, Panelist
Ana Dutra, Executives Club Chicago, Panelist
David Thompson, Boehringer Ingelheim, Panelist
Milan Samani, Leadership Labs, Panelist
Submitted by Tomas Chamorro-Premuzic, tomaschamorropremuzic@gmail.com

303. Panel Discussion: 12:00 PM-1:20 PM
305-306
Aging and Work Issues: Research, Best Practices, and the Future
This session will engage the SIOP community in a dialogue about aging workforce issues. Six internationally recognized experts on aging workforce topics will share knowledge about the state of current research and practical issues. They will provide recommendations for future research and ways to narrow the science-practice gap.
Gwenith G. Fisher, Colorado State University, Chair
Donald M. Truxillo, Portland State University, Co-Chair
Ruth Kanfer, Georgia Institute of Technology, Panelist
Lisa Finkelstein, Northern Illinois University, Panelist
Mo Wang, University of Florida, Panelist
Franco Fraccaroli, University of Trento, Panelist
Margaret E. Beier, Rice University, Panelist
James W. Gorsch, NIOSH/DCDC, Panelist
Submitted by Gwenith Fisher, gwen.fisher@colostate.edu

304. Panel Discussion: 12:00 PM-1:20 PM
309-310
Harnessing Technology to Facilitate Effective Interviewing
This panel will discuss and provide examples of how technology can be leveraged to produce high-quality standardized interviews that reflect commonly accepted best practices. Panelists include representatives from 2 commercial firms that offer technology-assisted interviewing systems as well as 2 organizations that have successfully integrated technology into their interviewing processes.
John D. Arnold, Polaris Assessment Systems, Chair
Brad A. Chambers, Polaris Assessment Systems, Panelist
Neal W. Schmitt, Michigan State University, Panelist
Nathan J. Mondragon, Oracle, Panelist
Joshua P. Liff, Oracle Corporation, Panelist
Megan Mullinax, Google, Panelist
Leng Dang (Karina) Hui-Walowitz, Wells Fargo, Panelist
Submitted by Brad Chambers, bchambers@polarisest.com

305. Panel Discussion: 12:00 PM-1:20 PM
401-403
What's Trending at Work: Longitudinal Workforce Analytics
This session focuses on how practitioners can use longitudinal analyses to better understand how employee perspectives and behaviors change and influence one another over time. Questions cover the insights that can be gained from modeling data over time and how companies can approach employee data using a longitudinal research lens.
Catherine Ott-Holland, Michigan State University, Co-Chair
Michael T. Braun, Virginia Polytechnic Institute and State University, Co-Chair
Paul D. Bliese, University of South Carolina, Panelist
Zhen Zhang, Arizona State University, Panelist
Veronica L. Gilrane, Google, Panelist
Submitted by Catherine Ott-Holland, c.ottholland@gmail.com

306. Community of Interest: 12:00 PM-1:20 PM
404
Legal Defensibility of Selection Practices
Eric M. Dunleavy, DCI Consulting Group, Host
James L. Outz, Outz and Associates, Host
Arthur Gutman, Florida Institute of Technology, Host
Anthony S. Boyce, Aon Hewitt, Coordinator

307. Panel Discussion: 12:00 PM-1:20 PM
407-409
Cognitive Ability Research: Breathing New Life Into a Stagnating Topic
A SIOP-published journal noted in 2012 that research on cognitive ability had stagnated, and yet there is still little cognitive research at SIOP conferences or in the literature. This panel will discuss reasons for this and address several topics that require further research and theory development.
Darrin Grelle, CEB, Chair
Kristin M. Delgado, Select International/Wright State University, Panelist
Brett M. Wells, Aon Hewitt, Panelist
Rodney A. McCoy, HumRRO, Panelist
Submitted by Darrin Grelle, dgrelle@executiveboard.com

308. Alternative Session Type: 12:00 PM-1:20 PM
Franklin 08
IGNITE + Panel Session: Sharing I-O With the Community
SIOP members will present 5 minute IGNITE intros to the approaches they have used to share I-O with members of the community ranging from school-age children to professionals. The format will then shift to an interactive discussion between presenters and audience members to identify best practices for sharing I-O.
Joseph A. Allen, University of Nebraska at Omaha, Chair
Suzanne T. Bell, DePaul University, Co-Chair
Dan J. Putka, HumRRO, Presenter
David P. Costanza, The George Washington University, Presenter
Lauren E. McEntire, Pepsico, Presenter
Marissa L. Shuffler, Clemson University, Presenter
Robert McKenna, Seattle Pacific University, Presenter
Submitted by Suzanne Bell, sbellf1@depaul.edu

309. Symposium/Forum: 12:00 PM-1:20 PM
Franklin 09
Sleep and Work: Cruisin' for a Bruisin' by Not Snoozin'
Sleep is important, but organizational researchers have largely examined cross-sectional relationships with sleep as an outcome of negative work experiences or in the literature. This panel will address the intersection of sleep, work–family, and well-being.
Ryan C. Johnson, Ohio University, Chair
Zhiqing E. Zhou, Florida Institute of Technology, Erin Eatough, Baruch College and The Graduate Center, CUNY, Examining Predictors and Outcomes of Daily Sleep Quality
Danielle R. Wald, Baruch College and The Graduate Center, CUNY, Erin Eatough, Baruch College and The Graduate Center, CUNY, Cristina M. Arroyo, Baruch College and The Graduate Center, CUNY, Sleep, Rest, and Daily Workplace Conflicts: Yesterday and Tomorrow
Yujie Zhan, Wilfrid Laurier University, Yixuan Li, Beijing Normal University, Mo Wang, University of Florida, Junqi Shi, Sun Yat-Sen University, Sleep Quality, Vigor, and Extrarole Behaviors: A Daily Diary Study
Tori L. Crain, Portland State University, Leslie B. Hammer, Portland State University, Soomi Lee, Pennsylvania State University, Ryan C. Johnson, Ohio University, Todd Bodner, Portland State University, David M. Almeida, Pennsylvania State University, Robert Stawski, Oregon State University, Orfeu M. Buxton, Pennsylvania State University, Assessing Directionality Among Resource Loss and Sleep
Kristen M. Shockley, Baruch College and The Graduate Center, CUNY, Elizabeth M. Boyd, Kennesaw State University, Zhenyu Yuan, The University of Iowa, Eric Knudsen, Baruch College and The Graduate Center, CUNY, What’s in an Episode?: Linking Work–Family Conflict Episodes to Health
Submitted by Ryan Johnson, johnsor4@ohio.edu
310. Symposium/Forum: 12:00 PM-1:20 PM
Franklin 10
European Approaches to Investigate Late Careers Decisions
Considering global population aging, the importance to keep older people in the labor force is continuously growing. This symposium highlights different perspectives (including individual factors, family factors, and work-related factors) to help understand late career decisions that occur pre- and post-retirement.
Juergen Deller, Leuphana University of Lueneburg, Chair
Ulrike Fasbender, Oxford Brookes University, Co-Chair
Noreen Heraty, University of Limerick, Jean McCarthy, University of Limerick, Financial Planning for Retirement among Late Career Older Workers
Hanna van Solinge, University of Groningen, Family Influences on Late Career Transitions
Anne M. Wöhrmann, Federal Institute for Occupational Safety and Health (BAuA), Joachim Hoffmeier, University of Münster, Juergen Deller, Leuphana University of Lueneburg, Resources in Older Workers’ Work–Privacy Conflict
Jan-Bennet Voltmer, Leuphana University of Lüneburg, Ulrike Fasbender, Oxford Brookes University, Juergen Deller, Leuphana University of Lueneburg, How Life Goals and Age Predict Desired Remaining Work Years
Ulrike Fasbender, Oxford Brookes University, Mo Wang, University of Florida, Jan-Bennet Voltmer, Leuphana University of Lüneburg, Juergen Deller, Leuphana University of Lueneburg, Postretirement Employment Decisions and Meaning of Work
Submitted by Ulrike Fasbender, fasbender@leuphana.de

311. Symposium/Forum: 12:00 PM-1:20 PM
Grand A
Nurse Interactions with Peers, Physicians and Patients: Training and Measurement
Nurses play a unique role in healthcare. They have various interactions with physicians, leaders, peers, and patients that need to be better understood in order to maximize the efficiency and safety of this population. This symposium tackles this issue from interactions with senior management to self-development for patient interactions.
Keaton A. Fletcher, University of South Florida, Co-Chair
Wendy L. Bedwell, University of South Florida, Co-Chair
Sallie J. Weaver, Johns Hopkins University School of Medicine, Paula S. Kent, Johns Hopkins University School of Medicine, Lori A. Paine, Johns Hopkins University School of Medicine, Melinda D. Sawyer, Johns Hopkins University School of Medicine, MarieSarah Pillar, Johns Hopkins University School of Medicine, Elizabeth Daugherty Bididdon, The Johns Hopkins Hospital, Examining Variation in Nurses’ Mental Models of Influence and Leadership
Deborah DiazGranados, Virginia Commonwealth University, Nital Appelbaum, Virginia Commonwealth University School of Medicine, Nancy New, VCU Health System, Understanding the Advanced Practice Nurse and Physician Partnership
Michael A. Rosen, Johns Hopkins University School of Medicine, Aron Dietz, Johns Hopkins University School of Medicine, I-Jeng Wang, Johns Hopkins University, Jared Markowitz, Johns Hopkins University, Nam Lee, Johns Hopkins University, Carey Priebe, Johns Hopkins University, Peter Pronovost, Johns Hopkins University School of Medicine, Unobtrusive Sensor-Based Measurement of Nursing Workflow/Workload in Critical Care
Wendy L. Bedwell, University of South Florida, Keaton A. Fletcher, University of South Florida, Megan Voeller, University of South Florida Contemporary Art Museum, Healthcare and Humanities: Assessing Art-Based Training for Nurses
Eduardo Salas, University of Central Florida, Discussant
Submitted by Keaton Fletcher, fletcherk@mail.usf.edu

312. Symposium/Forum: 12:00 PM-1:20 PM
Grand B
Working Moms and Dads: Trials, Tribulations, and Coping Strategies
As working women and men enter into parenthood, they face a new set challenges associated with managing work and family roles, which research has shown can be psychologically and physically damaging. As such, the proposed symposium aims to address the unique obstacles associated with the overlap of parenthood and employment.
Kristen P. Jones, Washington State University, Chair
Whitney Botsford Morgan, University of Houston-Downtown, Susan M. Henney, University of Houston-Downtown, Avoidance Coping and Disengagement: Roles of Parental Status and Incivility
Judith Clair, Boston College, Eden B. King, George Mason University, Amanda Anderson, George Mason University, Kristen P. Jones, Washington State University, Michelle (Mikki) Hebl, Rice University, 90210 Revisited: Where You Live Matters in Shaping Work–Life Conflict
Amanda Anderson, George Mason University, Eden B. King, George Mason University, Elizabeth Campbell, Hanover Research, Carolyn J. Winslow, George Mason University, Alexander G. Morris, George Mason University, Lydia Hall, George Mason University, Individual and Organizational Strategies to Reduce Hiring Discrimination Against Mothers
Kimberly A. French, University of South Florida, Christina Barnett, University of South Florida, Tammy D. Allen, University of South Florida, Marissa Mayer: Media Reaction to a Pregnant CEO
Lillian T. Eby, University of Georgia, Discussant
Submitted by Kristen Jones, kristen.jones@wsu.edu

313. Symposium/Forum: 12:00 PM-1:20 PM
Grand C
What Makes the Dark Triad Maladaptive for Work?
This symposium presents theoretically-grounded research that examines specific ways in which the Dark Triad can be maladaptive for work. Authors of 4 papers examine the role of dark personality traits in attaining positions of power, reporting ethical misconduct, escalating commitment to failing courses of action, and the hindsight bias.
Satoris S. Culbertson, Kansas State University, Chair
Alexander T. Jackson, Kansas State University, Co-Chair
Peter D. Harms, University of Nebraska, Lincoln, Dustin Wood, Wake Forest University, Does Power Corrupt? A Dark Personality Perspective
Donald L. Fischer, Missouri State University, Maryann Stassen, Missouri State University, Benjamin Thomas, Missouri State University, David D Willis, Missouri State University, Predicting Character Failure With IAIs Based on Dark Side Traits
Alexander T. Jackson, Kansas State University, Satoris S. Culbertson, Kansas State University, Edgar E. Kausel, University of Chile, Alyssa M. Campbell, Kansas State University, Mengmeng Zhu, George Mason University, Escalation of Commitment: Do Narcissists, Machiavellians, and Psychopaths Escalate More?
Edgar E. Kausel, University of Chile, Satoris S. Culbertson, Kansas State University, Alexander T. Jackson, Kansas State University, Jochen Reb, Singapore Management University, Narcissism Exacerbates the Hindsight Bias, but Only After Favorable Outcomes
Bradley J. Brummel, The University of Tulsa, Discussant
Submitted by Satoris Culbertson, satoris@ksu.edu

314. Master Tutorial: 12:00 PM-1:20 PM
See page 6 for CE
Grand D
Generating Instant Meta-Analyses Using the metaBUS Database and Construct Taxonomy
This session provides a tutorial on metaBUS, a multinationally funded project that enables researchers and practitioners to select variables of interest from a taxonomic map of our field and then conduct instant meta-analyses. This tutorial will demonstrate the taxonomy, database containing more than a half-million research findings, and interfaces for conducting instant meta-analyses.
Frank A. Bosco, Virginia Commonwealth University, Presenter
Krista L. Uggerslev, Northern Alberta Institute of Technology, Presenter
Piers Steel, University of Calgary, Presenter
James G. Field, Virginia Commonwealth University, Presenter
Submitted by Frank Bosco, siop@frankbosco.com

315. Roundtable Discussion/Conversation Hr: 12:00 PM-12:50 PM
Grand I
The Influence Of Leader Regulatory Focus On Employee Leader Development
This roundtable/conversation hour’s objective is to introduce leader’s promotion-focused or prevention-focused concerns as critical influenc-
ers for employee’s managerial aspirations and participation in leader development activities. Thus, a discussion on both the aspiration of leadership positions and skill improvement can enhance a discussion on how leaders impact employee’s thoughts and actions.

Nathan S. Hartman, Illinois State University, Host
Thomas A. Conklin, Georgia State University, Host
Submitted by Nathan Hartman, nathan.hartman@ilstu.edu

316. Symposium/Forum: 12:00 PM-1:20 PM

Grand J
The HEXACO Model at Work: New Insights and Research Findings

Personality traits are crucial for many organizational outcomes. This symposium provides new insights into the importance of the recently introduced HEXACO model of personality for the work context. Specifically, it relates the HEXACO traits to outcomes such as career orientation, counterproductive work behavior, entrepreneurship, and job performance.

Ingo Zettler, University of Copenhagen, Co-Chair
Kibeom Lee, University of Calgary, Co-Chair
Kibeom Lee, University of Calgary, Michael C. Ashton, Brock University, The HEXACO Model of Personality: An Overview and Issues
Reinout E. de Vries, Vrije Universiteit Amsterdam, Kilian W Wawoe, VU University Amsterdam, Djurre Holtrop, De Vrije University, Proactivity as HEXACO Engagement: Relations With Entrepreneurship and Job Performance
Samuel T. McCabe, University of Technology, Carmen K. Young, Rice University, Bifactor Models of Personality: Predicting Career Orientation with the HEXACO-PI-R
Ingo Zettler, University of Copenhagen, Kathrin Wendler, Fresenius University of Applied Sciences, Honesty–Humility Interacts With Organizational Context Factors in Predicting Job Performance

Submitted by Kibeom Lee, kibeom@ucalgary.ca

317. Panel Discussion: 12:00 PM-1:20 PM

Grand K
Strategic Leadership in Organizations: Future Directions for Research and Practice

This panel will address the concept of “strategic leadership” from the standpoint of both the leadership literature and several aspects of practice in organizations. Specifically, this panel aims to create a dialogue between practitioners and academics, finding new synergies to move the conceptualization of strategic leadership forward.

Katina Sawyer, Villanova University, Chair
Anna Marie Valerio, Executive Leadership Strategies, LLC, Panelist
Nathan J. Hiller, Florida International University, Panelist
Suzanne J. Peterson, Arizona State University, Panelist
David Dinwoodie, Center for Creative Leadership, Panelist

Submitted by Katina Sawyer, katina.sawyer@villanova.edu

318. Master Tutorial: 12:00 PM-1:20 PM  See page 6 for CE

Grand L
From Fix It to Mission Critical: The Evolution of Coaching in Organizations

How organizations use coaching has evolved significantly and many now incorporate it as an important tool for achieving critical business objectives. Learn how to optimize organizational value and impact from coaching across 5 fundamental approaches—corrective, responsive, proactive, strategic, and mission critical—and strategies for progressing from one to the next.

Ellen N. Kumata, Cambria Consulting, Inc., Presenter
Colleen C. Gentry, Cambria Consulting, Inc., Presenter
Lori K. Collins, Cambria Consulting, Inc., Presenter

Submitted by Derek Steinbrenner, dsteinbrenner@cambridgeconsulting.com

319. Panel Discussion: 12:00 PM-1:20 PM

Independence Ballroom
Social Media and Employment Decisions: More Than You Bargained For

Organizations use information from social media sites for employment decisions. These practices, however, present many legal challenges and currently lack empirical support. The purpose of this panel is to discuss the legal considerations of using social media for employment decisions and ideas for future research.

Richard J. Chambers, PepsiCo-Frito-Lay, Co-Chair
Shawn Bergman, Appalachian State University, Co-Chair
Kristi Davison, University of Mississippi, Panelist
Jamie L. Winter, Development Dimensions International (DDI), Panelist
Kevin B. Tamanini, Development Dimensions International (DDI), Panelist
Bart Weatherington, University of Tennessee at Chattanooga, Panelist

Submitted by Richard Chambers, richchambers@gmail.com

320. Panel Discussion: 12:00 PM-1:20 PM

Liberty AB
Thrive in Big Data: Change in I-O’s Mindset and Toolset

This session intends to answer questions around the changes big data has brought to the field and its implications for I-O psychologists’ roles, identify unique contributions of I-Os, and discuss strategies to bridge the skill gaps in practice and in graduate programs.

Jing Jin, Development Dimensions International (DDI), Co-Chair
Zachary T. Kalinoski, Findly, Co-Chair
Jennifer C. Cullen, Evolv On-Demand, Panelist
Melissa M. Harrell, Google, Panelist
Wayne C. Lee, Swipe Jobs, Panelist
Timothy C. Lisk, Quantcast, Panelist
Cole Napper, Anadarko Petroleum Corporation, Panelist

Submitted by Jing Jin, jinjingpsy@gmail.com

321. Panel Discussion: 12:00 PM-1:20 PM

Liberty C
How to Be Successful as a First Year Practitioner

One’s first year as an industrial/organizational practitioner is a whirlwind of new challenges and opportunities. In this session, new practitioners from Ford, Google, Korn Ferry, Johnson & Johnson, and APTMetrics will foster a highly interactive discussion on how to prepare for, and be successful in, that exciting first year.

Megan L. Huth, Google, Chair
Charlotte L. Powers, Johnson & Johnson, Panelist
Marina Pearce, Ford Motor Company, Panelist
Jillian McLellan, Seattle Pacific University, Panelist
Rachael Klein, University of Minnesota/Korn Ferry, Panelist

Submitted by Charlotte Powers, cpowers9@its.jnj.com

322. Poster Session: 12:30 PM-1:20 PM

Franklin Hall
Global/Cross-Cultural/Organizational Culture and Climate

322-1 Cross-National Measurement Equivalence Examination of 360-Degree Leadership Ratings

This study examined measurement equivalence of 360-degree leadership ratings and self–other agreement differences between the United States and China. Conceptual equivalence and partial scalar equivalence were supported between different types of raters across countries. Chinese ratings were found to have larger self–supervisor disagreement than U.S. ratings.

Luye Chang, Select International, Inc.
Janet L. Barnes-Farrell, University of Connecticut
Liberty C. Dalal, University of Connecticut

Submitted by Luye Chang, schang@selectintl.com

322-2 Cross-Cultural Adjustment and Expatriation Reasons Among Indian Expatriates

Data from Indian expatriates in America (N = 336) showed no differences in cultural adjustment for self- versus organizationally initiated expatriates. The
latter were more motivated to expatriate by money than the former. Financial
expatriation was negatively correlated with cultural adjustment, whereas
exploratory expatriation was positively correlated with cultural adjustment.

Pooja B. Vijayakumar, University of Tennessee at Chattanooga
Christopher J. L. Cunningham, Logi-Serve/University of Tennessee at Chattanooga
Submitted by Christopher Cunningham, chris-cunningham@utc.edu

322-3 Repatriates’ Perspectives on the Repatriate Knowledge Transfer Process
This poster challenges existing knowledge transfer models and advances
understanding of the microprocesses during repatriate knowledge transfer (RKT). Critical incidents reported by 29 U.S. American and German
repatriates are analyzed. Insights are summarized in the RKT process model, reflecting the knowledge transfer related activities of senders, recipients, and facilitators.

Anne Burmeister, Leuphana University Lueneburg
Juergen Deller, Leuphana University Lueneburg
Joyce Osland, San José State University
Betina Szkudiarek, The University of Sydney Business School
Gary Oddou, California State University, San Marcos
Roger N. Blakeney, University of Houston
Submitted by Juergen Deller, deller@uni.leuphana.de

322-4 Exploring Cultural Diversity in Space Exploration: The Role of Context
Currently, cultural differences are important factors within teams across
fields and organizations. This poster extends this to the space context by re-
viewing the literature and conducting interviews with NASA astronauts, flight
directors, and so on. This paper highlights themes and a framework with
cultural barriers and facilitators to the culture–performance relationship.

Jennifer Feitosa, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida
Submitted by Jennifer Feitosa, jfeitosa@ist.ucf.edu

322-5 Good and Bad Simultaneously? Examining Dialectical Thinking, Conflict, and Creativity
Can a leader’s dialectical thinking affect an employee’s creativity? If so, how?
This study of 222 employees from manufacturing firms in China
found that a leader’s dialectical thinking had positive relationship with
employee creativity in Chinese context, and this relationship was medi-at-
ed by leader conflict management approach and team conflict.

Yuntao Bai, Xiamen University
Guohang Han, Youngstown State University
Peter D. Harms, University of Nebraska, Lincoln
Wenwen Cheng, Xiamen University
Submitted by Peter Harms, pharms2@unl.edu

322-6 Putting Perceptions of Nepotism in Organizational and Cultural Contexts
Antinepotism policies treat family employment as unfair across instances
and cultures. This cross-cultural study assessed perceptions of nepotism
as both a general and an organizational phenomenon. Higher tolerance
was found in a collectivist culture. Counter to expectations, organiza-
tional trust was positively related to perceived nepotism.

Mark Woolsey, Southwest Missouri State University
Robert G. Jones, Missouri State University
Submitted by Robert Jones, robertjones@missouristate.edu

322-7 Life Domain Conflicts and Satisfaction: Gender and Culture as Moderators
Significant moderation effects of gender and GLOBE’s gender egalitarian-
ism (GE) on the relationships between WIF (work interfering with family)
and FIW (family interfering with work) and job satisfaction/family satisfac-
tion were found. Data were used from the International Social Program
(ISSP) including a sample of 13,371 participants from 25 countries.

Alina Prinz, University of Osnabrück
Regina Kempen, University of Osnabrück
Karsten Mueller, University of Osnabrück
Submitted by Karsten Mueller, karsten.mueller@uni-osnabrueck.de

322-8 International Experience and Intercultural Problem Solving: Moderating Role of CQ
This poster proposes that cultural intelligence (CQ) moderates effects of international experience on intercultural problem solving. Across 173 subjects from 24 countries, CQ compensated for negative effects of inter-
national experience on novelty while strengthening benefits of international
experience for utility of solutions to high-fidelity intercultural problem
simulations. Theoretical and practical implications are discussed.

Thomas Rockstuh, Nanyang Technological University
Yaqun Liu, Nanyang Technological University
K. Yee Ng, Nanyang Technological University
Soon Ang, Nanyang Technological University
Linn Van Dyne, Michigan State University
Submitted by Thomas Rockstuh, TRockstuh@ntu.edu.sg

322-9 Validity of Observer Ratings of Cultural Intelligence (CQ)
Results from this study with foreign professionals provide strong support
for the validity of the cultural intelligence (CQ) construct and show that
the sole use of self-reports leads to an underestimation of the explica-
tory power of CQ. Relative importance of all CQ facets for cross-cultural
adjustment was established.

Klaus J. Templer, SIM University
Submitted by Klaus J. Templer, kjtempler@unisim.edu.sg

322-10 Leader Decision Making in Cross-Cultural Interactions: Investigating Cognitive Skill Dimensions
The purpose of this research is to investigate the dimensionality of cog-
nitive skills for leader decision making in cross-cultural interactions. Find-
ings from Air Force leaders (N = 117) indicate 3 cognitive skill dimensions
during interactions, knowledge acquisition, strategic/systems thinking)
and different profiles of KSAs when combining job analysis data.

Jennifer S. Tucker, US Army Research Institute
Patricia L. Fogarty, Air Force Culture and Language Center
Kate M. Gunther, Center for Army Leadership
Submitted by Jennifer Tucker, jennifer.s.tucker.civ@mail.mil

322-11 Unemployment and Impaired Well-Being: Self Determination as a Causal Mechanism
Using couples as unit of analysis, this qualitative study examined the
causal relationship between unemployment and well-being. Specific socio-
contextual conditions that lead to deprivation of needs for autonomy and
competence were found to cause increased psychological distress and
reduce well-being for both the unemployed individual and their spouse.

Lalitha Urs, University of Minnesota
Cynthia Peden-McAlpine, University of Minnesota
Submitted by Lalitha Urs, lalitha.urs@gmail.com

322-12 Manipulating Power Distance: Towards an Adaptive Cultural Priming Methodology
The difficulty in procuring a culturally heterogeneous sample can make
conducting cross-cultural research difficult. This study created a
power-distance prime to facilitate cross-cultural research. Though our
prime influenced power distance attitudes, it was find that it only impacts
behavioral intentions for those low on need for cognition.

Christopher Wiese, University of Central Florida
Submitted by Christopher Wiese, ChrisWWiese@gmail.com

322-13 Development of an Employee Green Behavior Descriptive Norms Scale
Employee green behaviors are behaviors that contribute to environ-
mental sustainability in the workplace. However, knowledge of green
behaviors in the workplace is limited by a lack of measurements tools.
To address this limitation, this poster developed and validated a scale
that assesses descriptive norms related to employee green behaviors.

Jacqueline C. McConnaughey, California State University, San Bernardino
Mark D. Agars, California State University, San Bernardino

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Yaqun Liu, Nanyang Technological University
K. Yee Ng, Nanyang Technological University
Soon Ang, Nanyang Technological University
Linn Van Dyne, Michigan State University
Submitted by Thomas Rockstuh, TRockstuh@ntu.edu.sg

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Klaus J. Templer, SIM University
Submitted by Klaus J. Templer, kjtempler@unisim.edu.sg

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Cynthia Peden-McAlpine, University of Minnesota
Submitted by Lalitha Urs, lalitha.urs@gmail.com

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Thomas Rockstuh, Nanyang Technological University
Yaqun Liu, Nanyang Technological University
K. Yee Ng, Nanyang Technological University
Soon Ang, Nanyang Technological University
Linn Van Dyne, Michigan State University
Submitted by Thomas Rockstuh, TRockstuh@ntu.edu.sg
**322-14 Work–Family K.O.: The Resource Drain of Competitive Climate**
This study asserts that competitive psychological climate (CPC) negatively impacts burnout through work–family conflict (WFC). The impact of segmentation preference (SP) was predicted to moderate the CPC–WFC and CPC–burnout relationships. Data showed that WFC fully mediated the CPC–burnout relationship, and SP had no effect.
Cody J. Bok, University of Houston
Lisa W. Sublett, University of Houston
Lisa M. Penney, University of Houston
Submitted by Cody Bok, cbok@uh.edu

**322-15 Organizational Culture and Performance: A Configurational Approach**
Most studies that investigate the link between organizational culture and performance do not treat culture as a holistic phenomenon but focus on single dimensions instead. This poster suggests the use of configurational approaches to overcome this research gap and propose how different cultural configurations might be related to performance outcomes.
Martin Puppatz, Leuphana University Luenenburg
Juergen Deller, Leuphana University of Luevenburg
Submitted by Juergen Deller, deller@uni.leuphana.de

**322-16 The Indirect Relationship Between Learning Climate and Work Performance**
This poster examined the indirect relationship between learning climate and work performance. Utilizing robust analysis techniques on data from a sample of 625 employees from 12 organizations, the proposed relationships between the two was tested, as mediated by employee engagement and moderated by sector of employment (business versus public).
Liat Eldor, University of Pennsylvania
Itzhak Harpaz, University of Hafia
Submitted by Liat Eldor, leldor@wharton.upenn.edu

**322-17 Political Influence, Politics Perceptions and Work Outcomes: The Mediating Effects of Emotions**
This study examined the relationship between 2 types of ineffective supervision (abusive supervision and authoritarian leadership style) and employees’ personal and organizational strains, and how these relationships are mediated by employees’ anxiety and depression. The results suggested that both types of ineffective leadership lead to similar negative employee outcomes.
Lindsay S. Pyc, McKinsey & Company
Daniel P. Meltzer, New York Life Insurance
Cong Liu, Hofstra University
Submitted by Lindsay Pyc, lindsaypyc@gmail.com

**322-18 Complementary or Competing Climates on Company-Level Financial Performance?**
This poster tested competing theoretical predictions regarding interactions between customer orientation and ethical climates on company financial performance. Results from medical sales representatives in 77 subsidiaries revealed that the influence of customer orientation climate on company financial performance was stronger under conditions both of high ethical climate and high climate strength.
Patricia N. Martinez, Pennsylvania State University
Adam T. Myer, Johnson & Johnson
Susan Mohammed, Pennsylvania State University
Christian N. Thoroughgood, Northeastern University
Submitted by Patricia Martinez, pattymart25@gmail.com

**322-19 Climate and Customer Service: The Healthy Organization**
This study tested whether climate for diversity, justice, innovation, continual learning, and service enabled service organizations to maintain a healthy balance with their environment, as reflected in high customer service ratings. The results supported the hypotheses. Implications of findings are discussed and a healthy organization model proposed.
Paul J. Hanges, University of Maryland
Joo Y Park, University of Maryland
Submitted by Joo Park, joopark@umd.edu

**322-20 Psychological Safety Mediation of the Gender and Employee Development Relationship**
Changes in the healthcare environment necessitate employee development for providing quality care. However, gender differences exist in levels of development. This poster examined psychological safety as a mechanism that explains gender differences in development in a sample of healthcare employees (N = 12,382). Results supported our hypotheses.
Elizabeth Peyton, Wright State University
Katherine Osatuke, Miami University
Submitted by Elizabeth Peyton, bethpeyton1025@gmail.com

**322-21 Ineffective Leadership and Employees’ Outcomes: The Factor Structure of Personality Derailers Across Cultures**
Despite the increasing popularity of dark-side (derailing) personality, there is little consensus over the structure of personality derailers constructs. The 5 factor model (FFM) as the universal taxonomy of bright-side personality has shown equivalence across cultures. This study examines the factor structure of personality derailers across cultures.
Jeff Foster, Hogan Assessment Systems
Dan V. Simonet, University of Tulsa
Renée F. Yang, Hogan Assessment Systems
Submitted by Renée Yang, ryang@hoganassessments.com

**322-22 The Factor Structure of Personality Derailers Across Cultures**
A gamification pilot was introduced at a utility to create a more customer oriented workforce. The pilot focused on facts related to rates and reducing energy use. Employees who played learned key facts and felt more comfortable having customer conversations related to the rate increase and reducing energy use.
Alison A. Broadfoot, San Diego Gas & Electric
Chris Chambers, San Diego Gas & Electric
Submitted by Alison Broadfoot, broadfoot7@yahoo.com

**322-23 Gamification Wins! Creating a Customer-Oriented Mindset for Utility Employees**
This symposium introduces new developments on fundamentally important issues associated with emergence and effects of abusive supervision: how supervisor emotional labor and follower deviance play roles as predictors of leader abuse, how contextual factors influence reactions to abusive supervision, and how followers come to perceive leader’s behavior as abusive.
Bennett J. Tepper, Ohio State University, Chair
Hee Man Park, Ohio State University, Co-Chair
Lingtao Yu, University of Minnesota, Michelle K. Duffy, University of Minnesota
Co-Chair
Hong Kong University of Science and Technology, Mingyuan Huai, Hong Kong University of Science and Technology, Jiing-Lih Farh, Hong Kong University of Science and Technology, Flora Chiang, Hong Kong Baptist University, Thomas A. Birch, University of Cambridge, Supervisors Mistreat Due to Ego Threat
John Schaubroek, Michigan State University, Ann C. Peng, Richard Ivey School of Business, Sean T. Hannah, Wake Forest University, Group Potency and

**322-24 New Developments in Abusive Supervision Research**
This symposium introduces new developments on fundamentally important issues associated with emergence and effects of abusive supervision: how supervisor emotional labor and follower deviance play roles as predictors of leader abuse, how contextual factors influence reactions to abusive supervision, and how followers come to perceive leader’s behavior as abusive.
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John Schaubroek, Michigan State University, Ann C. Peng, Richard Ivey School of Business, Sean T. Hannah, Wake Forest University, Group Potency and
324. Symposium/Forum: 1:30 PM-2:50 PM
305-306
Leadership for Organizational Safety
This symposium consists of five presentations on the contribution of leadership to organizational safety. The studies explore a range of conceptual approaches to leadership and investigate the effect of leadership on different safety outcomes and at various organizational levels as well as in different organizational contexts.
Mark Griffin, University of Western Australia, Chair
Laura Fruhen, University of Western Australia, Mark Griffin, University of Western Australia, Managerial Safety Commitment—Applying an Organization-Level Concept to Individual Managers
Sara M. Guediri, The University of Manchester, Laura Fruhen, University of Western Australia, Improving Workplace Safety Through Shared Leadership
Sean Tucker, Queen's University, Tunde Ogunfowora, University of Calgary, Dayle Diekrager, Saskatchewan Worker Compensation Board, The Impact of CEO Ethical Leadership on Frontline Employee Injuries
Sharon Clarke, The University of Manchester, Ian Taylor, The University of Manchester, Developing an Intervention to Improve Safety Leadership and Safety Outcomes
Matteo Curcuruto, University of Western Australia, Mark Griffin, University of Western Australia, Sharon K. Parker, UWA Business School, Comparing the Effects of Coaching Versus Control-Oriented Practices by Supervisors
Submitted by Sara Guediri, sara.guediri@mbs.ac.uk

325. Symposium/Forum: 1:30 PM-2:50 PM
309-310
Insufficient Effort Responding: From Detection to Solution
When survey participants engage in insufficient effort responding (IER; i.e., careless or random responding), data quality will be impacted. Featuring the latest research on IER, this symposium presents novel approaches to detect and deter IER and offers new insight on the individual differences underlying IER behavior.
Jason L. Huang, Wayne State University, Chair
Mengqiao Liu, Wayne State University, Co-Chair
Qikun Niu, George Mason University, Haochu Tian, Princeton University, Mengmeng Zhu, George Mason University, Modeling IER Using Response Latency
Caleb B. Bragg, Wright State University, Nathan A. Bowling, Wright State University, IER as a Predictor for Subsequent Cooperation With Researcher Requests
Caitlin E. Blackmore, Wright State University, Steven Khazon, Wright State University, Nathan A. Bowling, Wright State University, Who Cares and Who’s Careless? Personality and Insufficient Effort Responding
Shan Ran, Wayne State University, Levi R. Nieminen, Denison Consulting, Mengqiao Liu, Wayne State University, Jason L. Huang, Wayne State University, Combating the Negative Impact of Negatively Worded Items in Surveys
Fred Oswald, Rice University, Discussant
Submitted by Mengqiao Liu, mengqiao.liu@wayne.edu

326. Symposium/Forum: 1:30 PM-2:50 PM
401-403
Exploring the Complex Relationships Between Culture and Creativity/Innovation
The relationship between culture and creativity/innovation is complex and not well understood. This symposium brings together different cultural research (i.e., cross-cultural and multicultural) on creativity/innovation at both macro and micro level.
Oleksandr Chernyshenko, Nanyang Technological University, Chair
Kevyn Yong, ESSEC Business School, Pier V Mannucci, HEC Paris, Michel W Lander, HEC Paris, Culture and Creativity in Organizations
Namrita Bendapudi, Nanyang Technological University, Siran Zhan, Nanyang Technological University, Ying-yi Hong, Nanyang Technological University, The Role of Cultural Values in Enhancing National Creativity
Sherwin I. Chia, Nanyang Technological University, Namrita Bendapudi, Nanyang Technological University, Self-Regulatory Effects on Cultural Norms of Creativity
Siran Zhan, Nanyang Technological University, Namrita Bendapudi, Nanyang Technological University, Ying-yi Hong, Nanyang Technological University, Differential Effects of Ethnic Versus Cultural Diversity on Innovation
Kathrin J. Hanek, University of Michigan, Fiona Lee, University of Michigan, Biculturalism and Affective Components of Choice
Submitted by Sherwin Chia, chia0311@e.ntu.edu.sg

327. Community of Interest: 1:30 PM-2:50 PM
404
Cognitive Science: Fertile Grounds for I-O
Stephen M. Fiore, University of Central Florida, Host
Glad Chen, University of Maryland, Host
Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE), Coordinator

328. Panel Discussion: 1:30 PM-2:50 PM
407-409
Leveraging an I-O Internship for Career Excellence
Graduate level internships are often the first steps that Master’s and PhD students take to shape their professional career. This panel, comprising mentors of interns, current I-O student interns and past I-O student interns, discusses how to best capitalize on the internship experience to develop a strong professional career foundation.
Mark S. Nagy, Xavier University, Chair
Vinaya Sakpal, University of Maryland College Park, Co-Chair
Kathy E. Keeton, NASA Wyle, Panelist
Robert W. Stewart, PDRI, a CEB Company, Panelist
Feliks Goldin, Freddie Mac, Panelist
Thomas S. Skiba, Florida Institute of Technology, Panelist
Submitted by Vinaya Sakpal, vinayas1@umbc.edu

329. Alternative Session Type: 1:30 PM-2:50 PM
Franklin 08
Environmental Sustainability: Taking the Lead on Research and Practice
Collaborative working session to provide guidance for I-O psychologists to take a much-needed leadership role in both research and practice related to environmental sustainability (ES) in organizations. This includes framing ES as a psychological and ethical criterion space, and identifying themes to help structure theory-driven research.
Stephanie R. Klein, Pennsylvania State University, Presenter
Rodney L. Lowman, Alliant International University, Presenter
Robert G. Jones, Missouri State University, Presenter
Submitted by Stephanie Klein, srklein42@hotmail.com

330. Symposium/Forum: 1:30 PM-2:50 PM
Franklin 09
Recent Developments in Interview Impression Management and Faking Research
This symposium offers a theoretical and empirical contribution to research on honest and deceptive (i.e. faking) impression management in employment interviews. It addresses the dispositional and situational antecedents of deceptive IM, the use of IM across selection methods, and the measurement of honest versus deceptive IM.
Nicolas Roulin, University of Manitoba, Co-chair
Joshua S. Bourdage, Western University, Co-Chair
Anne-Kathrin Buehli, Universität Ulm, Klaus G. Melchers, Universität Ulm, Who Fakes in Employment Interviews?
Stephanie J. Law, University of Calgary, Thomas A. O’Neill, University of Calgary, Joshua S. Bourdage, Western University, Interview Faking: Investigation of Who Engages in IM And Why
Vanessa Jacksch, Justus Liebig University Giessen, Ute-Christian Klehe, Justus
Liebig University Giessen, Nicolas Roulin, University of Manitoba. Candidates’ Impression Management in the Resumé, Cover Letter, and Interview
Joshua S. Bourdage, Western University, Nicolas Roulin, University of Manitoba, Rima Tarraf, University of Western Ontario. Further Validation of the Interview Honest Impression Management Measure
Julia Levashina, Kent State University. Discussant

Submitted by Nicolas Roulin, nicolas.roulin@umanitoba.ca

331. Symposium/Forum: 1:30 PM-2:50 PM
Franklin 10
Rethinking Recovery: New Trends, Extensions, and Considerations
Recovery has become a critical topic in the organizational sciences as scholars explore ways employees can recover from workplace stress. This symposium advances the recovery literature by considering novel boundary conditions, analytic approaches, and contexts that can influence the effectiveness of recovery for employee well-being, motivation, and performance.
Andrew Bennett, Virginia Commonwealth University. Co-Chair
Allison S. Gabriel, Virginia Commonwealth University. Co-Chair
Allison S. Gabriel, Virginia Commonwealth University, Arik Cheshin, University of Haifa, Gerben A. Van Kleef, University of Amsterdam, James M. Diefendorff, University of Akron. Emotion Regulation Knowledge as a Boundary Condition of Work Recovery
Maike E. Debus, University of Zurich, Charlotte Fritz, Portland State University. Becoming a Supervisor: Linking the JD-R Model With Detachment
Andrew Bennett, Virginia Commonwealth University, Allison S. Gabriel, Virginia Commonwealth University, Jason Dahling, The College of New Jersey, Charles C. Aldenwood, Virginia Commonwealth University. Understanding Patterns of Workplace Recovery Experiences
Sabine Sonnentag, University of Mannheim. Psychological Recovery Climate: Relations With Recovery Experiences and Well-Being
John P. Trougakos, University of Toronto. Discussant

Submitted by Allison Gabriel, agabriel2@vcu.edu

332. Poster Session: 1:30 PM-2:20 PM
Franklin Hall
Personality
332-1 Applying Survival Analysis to Predict Turnover Using Narrow Personality Traits
Recently, survival analysis has become a popular statistical tool to predict turnover. This technique has yet to be used when considering personality as a predictor of turnover. Results showed that competitiveness was most important when predicting turnover using survival analysis. Implications of this finding are discussed.
David J. Swiderski, University at Albany, SUNY
Vahe Permzadian, University at Albany, SUNY
Michael Dillen, University at Albany, SUNY
Submitted by David Swiderski, dj27swid@gmail.com

332-2 Reinventing Proactive Personality: Reconstruction of Construct and Measurement
These findings supported that proactive personality might be better construed as a 3-dimensional compound personality construct than as a unitary construct. It is expected that the revised scale, based on the recent developments in the construct, may be able to explain greater variance in some important organizational outcomes.
Bharati B. Belwalkar, Louisiana Tech University
Jerome J. Tobacyk, Louisiana Tech University

Submitted by Bharati Belwalkar, bharati.belwalkar@gmail.com

332-3 Nonlinear Relationships of Narrow Personality and Narrow Leadership Criterion Constructs
Past research on the personality-performance link show inconsistent findings on the shape (linear vs. nonlinear) of such relationships. This poster approaches this research question by examining narrow personality and narrow criterion constructs that are theoretically and empirically related.
Nikki Blacksmith, The George Washington University
Renée F. Yang, Hogan Assessment Systems

Submitted by Nikki Blacksmith, nikkiblacksmith@gmail.com

332-4 Personality and Job Satisfaction: Interpersonal Job Context as a Moderator
Drawing from the person–job (P–J) fit literature and trait activation theory, this poster examined the moderating effect of interpersonal work context on the relationship between two personality factors (Extraversion and Agreeableness) and job satisfaction. Results indicate that interpersonal context strengthened the association between Extraversion (but not Agreeableness) and job satisfaction.
Reed J. Bramble, Wayne State University
Mengqiao Liu, Wayne State University
Justin J. Aqwa, Wayne State University
Jason L. Huang, Wayne State University
John W. Lounsbury, University of Tennessee/Resource Associates, Inc.
Submitted by Reed Bramble, reed.bramble@wayne.edu

332-5 Pride or Partnership? The Relationship Between Ambition and Information Sharing
This poster contends that ambition is misrepresented by past research and proposes a new conceptualization of ambition as the interaction of 2 personality traits. This research explored the effect of this trait interaction on information sharing, hypothesizing that ambitious individuals would be the most unlikely to share information with others.
Matthew P. Crayne, Pennsylvania State University
Samuel T. Hunter, Pennsylvania State University
Submitted by Matthew Crayne, matthew.crayne@gmail.com

332-6 Theory of Observer Ratings
This poster estimated 6 sources of variance in observer ratings of Conscientiousness that can be attributed to: rates' general Conscientiousness, rates' facet Conscientiousness, rates' overall biases, rates' facet biases, dyadic relationships, and measurement error. Support was found for 4 out of 6 hypothesized sources of variance.
Bobbie A. Dirr, University of Houston
Paras Mehta, University of Houston
Submitted by Bobbie Dirr, bobbiesdr@gmail.com

332-7 VIE Predictors of Faking on HEXACO Personality in Selection Situations
This study utilized an experimental design (N = 434) to examine factors from the VIE theory that impact faking on the HEXACO personality questionnaire. Findings indicated faking warnings designed to influence expectancy, and valence manipulations (i.e., job desirability) impacted the level of response distortion, although the expectancy manipulation was more robust.
Patrick D. Dunlop, University of Western Australia
Joshua S. Bourdage, Western University
Reinout E. de Vries, Vrije Universiteit Amsterdam
Submitted by Patrick Dunlop, patrick.dunlop@uwa.edu.au

332-8 Faking Care of Business: Effect of Impression Management on Sales
Impression management might be a necessary skill for salespeople. Thus, selecting out or correcting personality scores on the basis of an impression management score could lower organizational performance. It was found that impression management does not have a relationship with performance and that removing applicants or correcting scores improved overall performance.
Jenna N. Filipkowski, Human Capital Institute
Kathryn G. Van Dinhorn, Nationwide Insurance
Submitted by Jenna Filipkowski, jenna.filipkowski@gmail.com

332-9 Do Self- and Other Ratings of Vocational Interests Follow Known Rules?
This study investigated how self- and other ratings of vocational interests converge among family members. Using the Personal Globe Inventory-Short, data were obtained from 143 student–parent dyads. Vocational interests showed high levels of self–other agreement, moderate assumed similarity, and low reciprocity. Also, same-gender dyads shared more interests than mixed-gender dyads.
332-10 Incremental Validity of Emic–Etic Personality Dimensions in Predicting Job Performance
Cognitive abilities, personality (emic–etic), and performance data was collected from 2 groups, 439 Chinese and Russian employees. Analyses revealed that the incremental validity of etic and emic personality dimensions varies significantly across the 2 investigated groups. This paper enriches the current perspectives regarding personality's role in predicting job performance.
Andrei Ion, University of Bucharest
Dragos G. Iliescu, University of Bucharest
Dan Ipsas, Illinois State University
Alexandra Ilie, Illinois State University
Submitted by Andrei Ion, andreii.on@ipb.unibuc.ro

332-11 Invariance of Interests Between Job Applicants and Employees: IRT Analysis
Vocational interests were examined for their invariance between potential job applicants and incumbent employees. Differential item functioning (DIF) analyses conducted using IRT indicated potential interest differences between applicants and employees in line with vocational interest theory. Study findings suggest that interests may function differently for applicants than for employees.
Valerie A. Johnson, Central Michigan University
Michael Grossenbacher, Central Michigan University
Submitted by Valerie Johnson, johnva15@gmail.com

332-12 Using Self-Set Goals to Compensate for Low Personal Initiative
Personal initiative is a construct that has gained considerable research attention. However, much of the attention has centered on the benefits for high-initiative individuals. Results from an experimental, academic field study indicated that goal setting can bridge the performance gap for low-initiative individuals. Results and implications are discussed.
Zachary T. Kalinoski, Findlay
Debra Steele-Johnson, Wright State University
Julie A. Steinke, George Mason University
Truman J. Gore, Wright State University
Damon Drown, Findlay
Submitted by Zachary Kalinoski, zkalinoski@yahoo.com

332-13 Personality Traits and Trust in the Workplace
This study examines the relationships between personality traits and propensity to trust, as well as the relationship between perceptions of leader personality traits and leader trustworthiness. Nine hundred individuals from 18 organizations participated in this study, providing a promising foundation on which to base future research.
Amada Kreun, University of Minnesota
Robert Sicora, University of St. Thomas
Chelsey Stepanek, St. Cloud State University
Submitted by Amanda Kreun, kreu014@umn.edu

332-14 Not Too Dark: When Narcissism Relates Favorably to Creativity
This study was conducted to resolve the discrepant results in previous studies on relations between narcissism and creativity. Considering individual differences in construal level and domain knowledge as boundary conditions, the association between narcissism and creativity is positive when both construal level and domain knowledge are high.
Lingling Pan, Michigan State University
Szu-Han Lin, Michigan State University
Russell E. Johnson, Michigan State University
Submitted by Szu-Han Lin, linszu@broad.msu.edu

332-15 Speaking Up at Work: Personality’s Role in Employee Voice Behavior
This study examined relationships between job attitudes and employee voice behavior (EVB), and the role of personality in those relationships. Job satisfaction and turnover intentions were found to be related to EVB, and Extraversion predicted EVB. In addition, Extraversion was found to moderate the relationships between job attitudes and EVB.
Archana Manapragada, Florida International University
Valentina Bruk Lee, Florida International University
Julie J. Lanz, Florida International University
Armando Falcon, Florida International University
April D. Schantz, Florida International University
Submitted by Archana Manapragada, aman008@fiu.edu

332-16 The Influence of Followers’ Narcissism on Their Perception of Leadership
The first goal of this study is to measure the relationship between followers’ narcissistic traits and their perception of transformational and laissez-faire leadership style. A second goal is to measure the mediating role of perception of supervisor’s leadership style in explaining the effect of narcissism on job satisfaction.
Cynthia Mathieu, Universite du Quebec a Trois-Rivieres
Submitted by Cynthia Mathieu, cynthia.mathieu@uqtr.ca

332-17 Incremental Validity of the Dark Triad Traits
Relationships among the Dark Triad traits (Machiavellianism, Psychopathy, Narcissism) and links to the Big 5 dimensions of personality were examined. Findings were utilized to assess the incremental validities. Sizable incremental validities emerged for the Dark Triad over each other and over the Big 5 when relating to counterproductive workplace behaviors.
Mariah Moore, University of Minnesota
Denis S. Ones, University of Minnesota
Submitted by Mariah Moore, moor1291@umn.edu

332-18 Expanding the Five-Factor Model Aberrant Traits to the Interpersonal Domain
The 5-factor model (FFM) aberrant traits were mapped on the interpersonal circumplex (IPC). Although generally supportive of the hypothesized relationships, results showed that FFM narcissistic traits were closer to the FFM antisocial traits on the IPC than expected, possibly due to item content overlap engendered by the FFM compound technique.
Gonzalo J. Munoz, Universidad Adolfo Ibáñez
Dan S. Chiaburu, Texas A&M University
Lumina Albert, Colorado State University
Submitted by Gonzalo Munoz, gonzalo.munoz@uai.cl

332-19 Do Your Work: Role of Social Loafing in Efficacy–Satisfaction Relationship
This poster examined the moderating role of social loafing on the relationship between efficacy and satisfaction. Social loafing perceptions moderated the effects of self-efficacy and team-efficacy on self- and team satisfaction. This study provides evidence of the negative impacts of social loafing.
Cameron G. Brown, University of Tulsa
Rose Fonseca, University of Tulsa
Anupama Narayan, University of Tulsa
Submitted by Anupama Narayan, anupama-narayan@utulsa.edu

332-20 Relationships Among Personality, Sleep Quality, Psychological Safety, and Perceived Workload
This study examined the effects of sleep quality and personality on the outcomes of psychological safety and perceived workload. Further, it explored the incremental validity of sleep quality over and beyond personality. It was found that sleep quality predicted above and beyond personality, in regard to psychological safety and perceived workload.
Valentina Bruk Lee, Florida International University
Sydnie Cunningham, University of Tulsa
Anupama Narayan, University of Tulsa
Submitted by Anupama Narayan, anupama-narayan@utulsa.edu

332-21 Interpersonal Theory as a Means to Examine Workplace Interpersonal Adaptability
Using a global sample of executives, this study applied interpersonal theory to the workplace to better explicate the highly valued, but little-understood, characteristic of interpersonal adaptability. Results indicated that perceived interpersonal adaptability was related to willingness of supervisors to assign an individual to tasks high in interpersonal content.
332-22 Locus of Control: Evaluation of the Self or the Environment?
This poster examined the appropriateness of including locus of control as an indicator of CSE. Across multiple studies, results demonstrated that model fit for the higher-order CSE construct is better when locus of control is excluded as a trait indicator and locus of control moderates relations of CSE with outcomes.

Szu-Han Lin, Michigan State University
Russell E. Johnson, Michigan State University
Christopher C. Rosen, University of Arkansas
Chu-Hsiang Chang, Michigan State University
Submitted by Christopher Rosen, crosen@walton.uark.edu

332-23 Culture Moderates the Relation Between Core Self-Evaluations and Well-Being
This poster examined the impact of core self-evaluations (CSE) and self-construct in 2 distinct cultures. Results showed that CSE was predictive of subjective well-being in both the U.S. and Philippines. The differential impact of CSE on physical health was shown to be dependent upon varying levels of self-construct.

Patrick J. Rosopa, Clemson University
Jesu A. Datu, De La Salle-College of St. Benilde
Stephen A. Robertson, Clemson University
Theresa P. Atkinson, Clemson University
Submitted by Patrick Rosopa, prosopa@clemson.edu

332-24 Determining Which Personality Level Best Predicts Leadership Effectiveness: Meta-Analysis
Using meta-analysis, this study aimed to determine which level of the personality hierarchy (from the Big 5 to the General Factor) best predicts leadership effectiveness. Results reveal that personality factors toward the top of the personality hierarchy may be better at predicting leadership effectiveness than the widely used Big 5 factors.

Mark Do, Peter Berry Consultancy
Amirali Minbashian, University of New South Wales
Submitted by Michael Sanger, m.sanger@yahoo.com

332-25 Effects of Framing on Personality Assessment Response Distortion
This study examined instruction framing effects personality response distortion. Participants (n = 157) completed a personality inventory with no framing, opportunity framing, or threat framing. Distortion was present in both framing conditions but highest in threat framed. Threat framing led to higher levels of negative emotions, which partially accounted for the relationship between framing and distortion.

Katherine A. Sliter, pan-Performance Assessment Network
April R. Holland, pan-Performance Assessment Network
Submitted by Katherine Sliter, katherieslitter@gmail.com

332-26 Core Self-Evaluations Over Time: Predicting Within-Person Variability
Core self-evaluations (CSE) is assumed to be a stable characteristic. However, very little research has examined this assumption. This study examined within-person variability in CSE, drawing from several self-concept theories. Analyses indicated substantial within-person variance in CSE over time, which was related to occupational support, income, and education.

Michael C. Tocci, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Submitted by Michael Tocci, Mtocc2011@my.fit.edu

332-27 Smart and Slick: Relationships Among Cognitive Ability, Personality, and Faking
An archival study of 62,000 job candidates and an experiment using signal detection theory found that faking ability (without being caught) is related to cognitive ability. Higher cognitive ability was related to more desirable personality characteristics, less self-presentation, and greater sensitivity to identifying faking items embedded within a personality inventory.

Jialin Huang, Illinois Institute of Technology
Brett M. Wells, Aon Hewitt
Daniel Nguyen, Wonderlic Inc.
Submitted by Brett Wells, brett.wells57@gmail.com

332-28 Reliability Generalization and Meta-Analysis of the Big Five Aspects Scale
Reliability generalization and meta-analysis of the Big 5 Aspects Scale was conducted. Results indicate scales had internal consistency reliabilities > .80 and that approximately 30% of within-domain aspect variance was shared, leaving 70% as unique. Between-domain aspect relations revealed complex trait structures that may have utility for applied research.

Michael P. Wilmot, University of Minnesota-Twin Cities
Deniz S. Ones, University of Minnesota
Colin G DeYoung, University of Minnesota-Twin Cities
Submitted by Michael Wilmot, wilmot040@umn.edu

332-29 Physician Personality Is Associated With Excessive Medical Diagnostic Test Ordering
This meta-analysis examined the association between excessive medical diagnostic test ordering and physician personality traits of risk taking, tolerance for uncertainty, introversion/extroversion, and intuition/sensing. Excessive test ordering was moderately correlated with risk taking, introversion, and intuition, and weakly correlated with tolerance for uncertainty.

Martin C. Yu, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitted by Martin Yu, yuxx0407@umn.edu

332-30 Personality, Ability, and Applicant Attraction: A Meta-Analysis
A meta-analysis was conducted to assess the relationship between applicant deep-level characteristics (i.e., applicant ability and personality) with recruiting outcomes. Results indicated that several recruitment relevant applicant individual differences are related to applicant attraction, independent of organizational influences. Stronger effect sizes were found for field studies (versus lab studies).

Ryan D. Zimmerman, Virginia Tech
Brian W. Swider, Georgia Institute of Technology
Steven D. Charlier, Georgia Southern University
Abigail J. Pierotti, University of Iowa
Submitted by Ryan Zimmerman, rdzimmer@vt.edu

333. Symposium/Forum: 1:30 PM-2:50 PM
Grand A
Teams on ICE: Team Research in Spaceflight Analogs
Future spaceflight missions will place teams in isolated, confined, and extreme (ICE) environments over long durations. To enable research on issues related to teams on exploration missions, spaceflight analog environments have been identified, developed, and studied. The research presented in this symposium highlights studies of teamwork in these environments.

William B. Vessey, EASI/Wyle, NASA Johnson Space Center, Chair
Steve W. J. Kozlowski, Michigan State University, Chu-Hsiang Chang, Michigan State University, Samantha K. Baard-Perry, Michigan State University, Marina Pearce, Ford Motor Company, Aurora J. Dixon, Michigan State University, Jessica M. Sanfioro, Michigan State University, Capturing Team Process Dynamics, Christopher A. Miller, Smart Information Flow Technologies, Noninvasive Psychophysiological State Assessment From Team and Individual Verbal Behaviors, Pete Roma, Institutes for Behavior Resources/Johns Hopkins University, Steven Hursh, Institutes for Behavior Resources/Johns Hopkins University, Nandu Goswami, Medical University of Graz, Alexander Kumar, UK National Health Service, Evangelos Kaimakamis, Aristotle University of Thessaloniki, Adriano Golemis, European Astronaut Centre, Group Cohesion in Isolated, Confined, and Extreme Environments, Eduardo Salas, University of Central Florida, Tripp Driskell, Florida Maxima Corporation, Shawn Burke, University of Central Florida, James Driskell, Florida Maxima Corporation, Lindsay Neuberger, University of Central Florida, Assessing Individual and Team Functioning “At a Distance”
Scott I. Tannenbaum, Group for Organizational Effectiveness, John E. Mathieu, University of Connecticut, George M. Alliger, Group for Organizational Effectiveness, Christopher P. Cerassol, Group for Organizational Effectiveness, Jamie S. Donbech, Group for Organizational Effectiveness, Using Realistic Analog Environments to Test Team Self-Debriefing for Astronauts
Submitted by William Vessey, william.b.vessey@nasa.gov
Implementing Diversity and Inclusion Practice in Organizations: Challenges and Opportunities

Panelists will respond to questions about the development and likely future of the field of diversity and inclusion, including the development of ISO-type standards. Participants include a diversity officer, organizational consultants, and a SHRM executive who oversees the development of these standards. Discussion will be encouraged.

Rosemary Hays-Thomas, University of West Florida (retired), Chair
Marc Bendick, Jr., Bendick and Egan Economic Consultants, Inc., Panelist
Kim M. LeDuff, University of West Florida, Panelist
Debra Cohen, Society for Human Resource Management, Panelist
David Tulin, Tulin DiversiTeam Associates, Panelist

Submitted by Rosemary Hays-Thomas, riow@uwf.edu

Using Background Checks in the Employee Selection Process

Background checks are a hot topic for both EEOC and OFCCP enforcement. Complicating matters is that validating background checks is different from the typical validation study. Attendees will learn about the legal issues associated with background checks as well as how to validate the use of background check components.

Michael G. Aamodt, DCI Consulting Group, Presenter
Richard F. Tonowski, U.S. Equal Employment Opportunity Commission, Presenter

Submitted by Mike Aamodt, maamodt@dciconsult.com

How to Sell the Value of I-O

To goal of this panel is to share examples and lessons learned in the process of “selling” the value of I-O to different types of “clients.” The goal is to equip the sessions’ attendees with a useful toolkit they can use to better represent the value I-O brings at the table.

Irina F. Cozma, Development Dimensions International (DDI), Chair
Tobin V. Anselmi, Microsoft Corporation, Panelist
James P. Cleveenger, Development Dimensions International (DDI), Panelist
Ted B. Kinney, Select International, Panelist
Abby L. Mello, Towson University, Panelist
Nathan J. Mondragon, Oracle, Panelist

Submitted by Irina Cozma, irina.cozma@ddiworld.com

Using Science Mapping and Meta-Analysis to Bridge the Scientist–Practitioner Divide

Six presentations describe needs, challenges, and examples of knowledge summarization and transfer from published I-O research to practitioner application. We describe a database of a half-million I-O findings that can be instantly summarized using meta-analysis. Attendees will participate by Q-sorting I-O variables to produce a map of the field.

Frank A. Bosco, Virginia Commonwealth University, Co-Chair
Krista L. Uggerson, Northern Alberta Institute of Technology, Co-Chair
Piers Steel, University of Calgary, Author
Herman Aquina, University of Virginia, Author
James G. Field, Virginia Commonwealth University, Author
Charles A. Pierce, University of Memphis, Author
Alec H Munc, Clemson University, Author
John M Daniel, First Horizon National Corp., Author
David G. Allen, University of Memphis, Author
Izabela Widlak, Illinois Institute of Technology, Author
Shreya T. Sarkar-Barney, Human Capital Growth, Author
N Sriram, implisci.com, Author

Submitted by Frank Bosco, siop@frankbosco.com

New Developments in Rater Training Research

Rater training is important for various HR activities. This symposium highlights contemporary research on rater training in different arenas such as performance appraisal, job interviews, and foreign language testing. New and emerging trends in rater training research and practice will be discussed.

C. Allen Gorman, East Tennessee State University, Co-Chair
Klaus G. Melchers, Universität Ulm, Co-Chair
C. Allen Gorman, East Tennessee State University, John P. Meriac, University of Missouri-St. Louis, Joshua Ray, University of Tennessee, Tom Roddy, East Tennessee State University, A Survey of Rater Training Programs in U. S. Organizations
Klaus G. Melchers, Universität Ulm, Miriam von Aarburr, Federtechnik Kaltbrunnen AG, Nadja Lienhardt, Zurich Financial Services, FOR Training Versus Descriptively Anchored Rating Scales in Interviews: Equally Effective?
Eric A. Surface, SWA Consulting Inc., James Kemp Ellington, Illinois Institute of Technology, Helen Hamlyn, Language Testing International (LTI), Using FOR To Train and Certify Language Proficiency Assessment Raters
Michael Buckley, University of Oklahoma, Discussant

Submitted by C. Allen Gorman, gormanc@etsu.edu

Using Networks to Influence People and Ignite Change

This symposium examines networks as a strategy to initiate change and transformation. It features an introduction to the field and 3 applied research projects using different approaches to leverage networks. The symposium concludes with a collaborative discussion on the benefits and challenges of using networks to influence and change.

Donna Chrobok-Mason, University of Cincinnati, Co-Chair
Kristin L. Cullen, Center for Creative Leadership, Co-Chair
Kristin L. Cullen, Center for Creative Leadership, Network Interventions in Organizations and Communities
Noshir Contractor, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, Leveraging Social Networks to Achieve Social Influence at Scale
Donna Chrobok-Mason, University of Cincinnati, Charles J. Palus, Center for Creative Leadership, Alexandra Gerbasi, Grenoble Ecole de Management, Cultivating Networks That Support Transformation and Innovation
Tracey E. Rizzuto, Louisiana State University, Mary Ellen Brown, Louisiana State University, Pallavi Singh, Louisiana State University, Building Community Networks by Turning Competitors Into Collaborators

Submitted by Kristin Cullen, cullenk@ccf.org

Mobile Devices in Talent Assessment: The Next Chapter

I-O research of mobile devices used in talent assessment must evolve in tandem with the technology. Therefore, this session will introduce the next chapter of mobile device testing research by providing the latest usage trends and zeroing in on the specific variables impacting equivalence, performance, and reactions.

Neil Morelli, Logi-Serve LLC, Chair
Brendy N. Parker, Johnson & Johnson, Adam W. Meade, North Carolina State University, Smartphones in Selection: Exploring Measurement Invariance Using Item Response Theory
Kelly D. Dages, General Dynamics Information Technology, John W. Jones, General Dynamics Information Technology, Mobile Device Administration: Does Length or Level of Assessment Matter?
Cavan J. Gray, University of Georgia, Neil Morelli, Logi-Serve LLC, William L. McLane, University of Georgia, Does Use Context Affect Selection Assessments Delivered via Mobile Devices?
Sara Lambert Gutierrez, CEB, Jolene M. Meyer, SHL, Paul M. Fursman, CEB, What Exactly Drives Positive Reactions to Mobile Device Administration?

Submitted by Neil Morelli, neilmorelli@gmail.com
341. Symposium/Forum: 1:30 PM-2:50 PM  
Independence Ballroom

Silver Tsunami: A Concern for Organizations or Awesome Band Name?  
This session intends to discuss changes the “Silver Tsunami” of Baby Boomer retirements will bring to the workforce. Research from 4 large, diverse companies explains the implications of using assessments, indexes, and prediction to identify skill gaps, institutional knowledge loss, and knowledge transfer to assist in future organizational success.

Cole Napper, Anadarko Petroleum Corporation, Chair  
Cole Napper, Anadarko Petroleum Corporation, Chris Howell, Anadarko Petroleum Corporation, Jennifer A. Diamond, Allstate Insurance Company, Predicting Retirement With Supervisor Ratings of Risk  
Bill Gerber, PeopleAnswers, Jonathan Ke Kirchhoff, PeopleAnswers, Bridging the Generational Gap  
Luke A. Simmering, Walmart, Pinpointing Institutional Knowledge Loss by Generation  
Arlene P. Green, Frito-Lay, Inc, Discussant  
Submitted by Cole Napper, cole.napper@gmail.com

342. Symposium/Forum: 1:30 PM-2:50 PM  
Liberty AB

Big Data or Big Deal: Conducting Impactful Research in Organizations  
This symposium focuses on the difference between mining Big Data and conducting rigorous research in HR. Practitioners from Intel, ConAgra Foods, State Farm Insurance, Sprint, and JetBlue Airways will provide examples of analytic initiatives they have implemented in their organizations and provide their perspective on the Big Data phenomenon.

Sarah A. Sinnett, ConAgra Foods, Chair  
Amy S. Walzer, ConAgra Foods, Co-Chair  
Alexis A. Fink, Intel Corporation, Applying Big Data Approaches to I-O Problems  
Sara J. Roberts, ConAgra Foods, Amy S. Walzer, ConAgra Foods, Sarah A. Sinnett, ConAgra Foods, Best of Both Worlds: Integrating Big Data Into HR Research  
Daniel R. Hawthorne, State Farm, Evgeniya E. Pavlova Miller, State Farm, Bringing Together Multiple Data Streams Into a River of Information  
Debora D. Mitchell, Sprint, Michael Blair, Sprint, Andrew Speer, SHL, Big Data at Sprint: Front-Line Employee Insights  
Submitted by Sara Roberts, sara.roberts@conagrafoods.com

343. Symposium/Forum: 1:30 PM-2:50 PM  
Liberty C

Box Scores and Bottom Lines: Sports Data and Staffing Research  
This symposium brings together studies that further lay the groundwork for the integration of evidence-based approaches to staffing with the unique challenges of selecting and recruiting athletes and coaches. Samples from the NBA, MLB, NFL, and the NCAA basketball leagues are analyzed and implications for management and practice are established.

Brian J. Hoffman, The University of Georgia, Co-Chair  
Andrea L. Hetrick, University of Georgia, Co-Chair  
Thomas E. Schoenfelder, Caliper Management, Using Personality to Identify Undervalued Talent in Major League Baseball  
Brian D. Lyons, Elon University, Brian J. Hoffman, University of Georgia, High-Stakes Testing in the NFL: Offering Evidence-Based Results  
Evan Skoot, Elon University, William A. Gentry, Center for Creative Leadership, Do Star Ratings Predict NCAA and NBA Basketball Performance?  
Jacob L. Martin, University of Georgia, Jorge Lumbraeres, University of Georgia, Alexander C. LoPilato, University of Georgia, Staffing Diverse Leaders: Glass Ceilfs and Their Outcomes in Coaching  
Rodney A. McCoy, HumRRO, Discussant  
Submitted by Andrea Hetrick, ahetrick@uga.edu

344. Symposium/Forum: 3:30 PM-4:20 PM  
302-304

Resources for Students in Managing Work, School, and Family Roles  
Whereas work–family research has proliferated, scholars have understudied multiple role involvement among students. This symposium showcases 4 papers that examined the work–school–family interface using diverse methodologies, with special emphasis on resources for students. Implications for research and practices in higher education and business are discussed.

Valerie J. Morganson, University of West Florida, Co-Chair  
Youngah Park, Kansas State University, Co-Chair  
Youngah Park, Kansas State University, Justin M. Sprung, Luther College, Work–School Conflict, Work–School Supportive Supervisor Behaviors, and Well-Being  
Laurel A. McNall, SUNY Brockport, Jesse S. Michel, Auburn University, The Effect of School-Specific Resources on Managing Work/School Roles  
Kayla A. Duperreault, University of West Florida, Valerie J. Morganson, University of West Florida, Teacher Support: Expanding Supportive Supervision to the School Domain  
Steven A.Y. Poelmans, EADA Business School, Discussant  
Submitted by Valerie Morganson, vmorganson@uwf.edu

345. Symposium/Forum: 3:30 PM-4:20 PM  
305-306

#VirtualTeamDevelopment: Applying the Science  
Virtual teams are now the norm; yet we are lacking in effective development practices. This symposium provides both an overview of current research regarding virtual team training, learning, and assessment while also serving as an opportunity for active discussion regarding the future of virtual team development.

Tine Koehler, The University of Melbourne, Chair  
Christina N. Lacerenza, University of Central Florida, Co-Chair  
Ashley M. Hughes, Institute for Simulation and Training, Co-Chair  
Christina N. Lacerenza, University of Central Florida, Shannon L. Marlow, University of Central Florida, Dana Joseph, University of Central Florida, Eduardo Salas, University of Central Florida, Improving Virtual Team Effectiveness through Team Cognition: A Meta-Analysis  
Tine Koehler, The University of Melbourne, Iris Fischmajr, Johannes Kepler University, Individual Learning in Virtual Team Settings  
Ashley M. Hughes, Institute for Simulation and Training, Tiffany Cooper, Clemson University, Tiffany M. Bisbey, University of Houston, Nastassia M. Savage, Clemson University, Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, Distributed Expertise in Healthcare: The New Frontier for Measurement  
Zachary N.J. Horn, Aptima, Inc., Discussant  
Submitted by Ashley Hughes, ashleyh@knights.ucf.edu

346. Symposium/Forum: 3:30 PM-4:20 PM  
309-310

Deciphering the Meaning of Adaptation Through the Context of Change  
Adapting to new or changed situations is critical in the current workplace. However, research typically does not investigate how the type of change examined impacts what adaptation means, how it is investigated, and what conclusions are made. Three empirical studies will be discussed with a particular emphasis on these issues.

Samantha K. Baard-Perry, Michigan State University, Co-Chair  
Dustin K. Jundt, Saint Louis University, Co-Chair  
Dustin K. Jundt, Saint Louis University, Mindy K. Shoss, Saint Louis University, The Adaptive Performance Operationalization Exploration  
Tara Rench, Aptima, Inc., Adaptation in the Real World: What Are People Really Doing?  
Samantha K. Baard-Perry, Michigan State University, The Dynamic Process of Adaptation Examined Theoretically, Empirically and Analytically  
Stephen J. Zaccaro, George Mason University, Discussant  
Submitted by Samantha Baard, baardsam@msu.edu

347. Symposium/Forum: 3:30 PM-4:20 PM  
401-403

High-Potential Programs: Design, Practical Applications and Lessons Learned  
Organizations are continuously challenged to have the right talent at the right time. This means being able to identify talent that has the potential to stretch and be successful in broader roles. Four very diverse organi-
348. Panel Discussion: 3:30 PM-4:20 PM
Moving Forward With Employee Engagement

Employee engagement is empirically important and theoretically poorly understood. Engagement should mean more than unitary index scores. This poster enhances understanding and broadening of engagement theory, and identifies ways to overcome implementation barriers. The presenters are independent practitioners and academicians committed to increasing the utility and implementation of employee engagement.

Theodore L. Hayes, U.S. Office of Personnel Management, Chair
Zinta S. Byrne, Colorado State University, Panelist
Patrick F. McKay, Rutgers University, Panelist
Paul Thoresen, University of Northern Iowa, Panelist

Submitted by Theodore Hayes, th2006@gmail.com

349. Panel Discussion: 3:30 PM-4:20 PM
Franklin 08
“Just the Facts Ma’am”: Presenting Data Insights to Senior Executives

It is often a challenge to balance the need for precision and comprehensiveness with senior executives’ demand for brevity and clear business relevance. This panel aims to highlight examples of successful, data-filled presentations, discuss challenges in sharing data with senior executives, and provide suggested techniques for presenting insights successfully.

Leslie A. Bethencourt, ESPN, Chair
Lindsay A. Bousman, Paris Phoenix Group, Panelist
Lisa Getta, KPMG, Panelist
Christie L. Kelley, The Walt Disney Studios, Panelist
Julie Rodda, Starbucks, Panelist
Yolanda L. Winberg, ESPN, Panelist

Submitted by Leslie Bethencourt, leslie.a.bethencourt@espn.com

350. Symposium/Forum: 3:30 PM-4:20 PM
Franklin 09
Innovations in Emotional Labor

Emotional labor research continues to grow. In this symposium, several innovative perspectives are presented on emotional labor, such as dynamics aspects of emotional labor processes, its links of work-life conflict, and the role of customer’s prosocial behavior. New and emerging topics within this burgeoning research field are explored.

Mahsa Esmaeili, UNSW Australia, Co-Chair
Markus Groth, UNSW Australia, Co-Chair
Matthew D. Sloan, University of Akron, James M. Diefendorff, University of Akron, Allison S. Gabriel, Virginia Commonwealth University, Gina A. Seaton, University of Akron, Emotion Regulation Dynamics and Prosocial Motivation
Mahsa Esmaeili, UNSW Australia, Markus Groth, UNSW Australia, Does Sequence Matter? A Dynamic Approach to Emotional Labor
Sarina M. Maneotis, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, Customers Aren’t All Bad: Exploring Customer Citizenship Towards Service Employees
Morgan A. Krannitz, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, Songqi Liu, Pennsylvania State University, David M. Almeida, Pennsylvania State University, Emotional Labor Predicts Partner Distress: Tension and Exhaustion Mechanisms

Submitted by Mahsa Esmaeili, mahsaxesmaeili@gmail.com

351. Panel Discussion: 3:30 PM-4:20 PM
Franklin 10
The Healthcare Challenge: Implementing Talent Initiatives in a Data-Driven Industry

Demonstrating the value of I-O-related initiatives in an industry reliant on objective metrics can be difficult. In addition, skilled labor shortages and high turnover have impacted the ability to hire qualified individuals who provide quality care. This session will discuss important considerations and unique challenges specific to the health care industry.

Dara Pickering, Hogan Assessment Systems, Chair
Len Kho, Kaiser Permanente, Panelist
Caroline L. Pike, Ascension Health, Panelist
Lauren N. Robertson, SHL, Panelist
Audrey M. Wallace, Hogan Assessment Systems, Panelist

Submitted by Dara Pickering, dpickering@hoganassessments.com

352. Special Events: 3:30 PM-4:20 PM
Independence Ballroom
Invited Session: You Think You Can Solve an I-O Problem?

There is a need for interdisciplinary research and practice. To that end, this unique session will bring together 3 non-industrial-organizational psychology professionals (e.g. engineer, lawyer, neuropsychologist) who will be posed with an I-O problem to solve from the lens of their respective disciplines.

Madhura Chakrabarti, Dell Inc, Chair
Michael Meltzer, Sirota, Presenter
Andrea Spaeth, University of Pennsylvania, Presenter
Abeer Dubey, Google, Presenter
Fred Oswald, Rice University, Discussant

Submitted by Martin Lanik, martin.lanik@GlobalAssessorPool.com

353. Panel Discussion: 3:30 PM-4:20 PM
Liberty AB
Big Data: Nurturing Theory or Substituting for It?

Big data both challenges and presents opportunities for the advancement and use of theory. An abundance of data is potentially disruptive, both positively and negatively, to theorizing, and the rise of predictive modeling is a direct threat to it. Panel members will address several such big-data blessings and perils.

Richard A. Guzzo, Mercer, Chair
Melissa M. Harrell, Google, Panelist
John R. Hollenbeck, Michigan State University, Panelist
Haig Nababian, Mercer, Panelist
Dan J. Putka, HumRRO, Panelist

Submitted by Richard Guzzo, rick.guzzo@mcomerc.com

354. Special Events: 3:30 PM-4:20 PM
Liberty C
Executive Board Special Session: SIOP Living History Series: An Interview With Frank L. Schmidt

Each year, the SIOP historian interviews an influential psychologist who has shaped the history of industrial-organizational psychology. This year’s interviewee is Dr. Frank L. Schmidt, emeritus professor at the University of Iowa who has made significant and profound contributions in personnel selection, psychometrics, statistics, meta-analysis, and validity generalization.

Jeffrey M. Cucina, U.S. Customs and Border Protection, Chair
Frank L. Schmidt, University of Iowa, Presenter

Submitted by Jeffrey Cucina, joccina@gmail.com

355. Special Events: 4:30 PM-5:20 PM
Grand E-H
Closing Plenary

Steve W. J. Kozlowski, Michigan State University, Chair
Amanda Cox, New York Times, Presenter
In 1776 finding the right talent was critical.

Some things never change.

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| 90 | Private Equity: From “Cost-Cutting” to “More Culture Please”, 309-310, 4:30 PM |
| 135 | Finding Needles in Haystacks: Being Smarter About Survey Comments, Grand A, 9:00 AM |
| 240 | How to Have Impact: Turning Survey Data Into Culture Change, Grand K, 5:00 PM |
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| 77-29 | Initial Impressions of Trustworthiness and Subsequent Perceptions of Justice, Franklin Hall, 3:30 PM |
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| 156 | New Directions in Justice: Forming and Reacting to Overall Fairness, Grand J, 10:30 AM |
| 183-30 | Hispanics’ Interactions With Supervisors: Implications for Interpersonal Justice, Franklin Hall, 12:30 PM |

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| 162-26 | The Leadership Pressure Paradox: Identifying Competing Pressures on Leaders, Franklin Hall, 11:30 AM |
| 301-10 | User Experience and the Adoption of Company-Wide Standard Software Systems, Franklin Hall, 11:30 AM |
| 301-11 | Cynicism About Organizational Change and Turnover: A Moderated Mediation Model, Franklin Hall, 11:30 AM |

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| 76 | Finding Value in 360-Feedback Rater Disagreements, Franklin 10, 3:30 PM |
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17 UN Initiatives for Women: How Can I-O Help?, Grand K, 10:30 AM
51 I-O for the Greater Good: Prosocial Applications of Our Expertise, 404, 1:30 PM
96 Industrial-Organizational Psychology and the United Nations Sustainable Development Goals, Grand I, 4:30 PM
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227-23 Distributive Justice for Volunteers: Extrinsic Outcomes Matter, Franklin Hall, 4:30 PM
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292 Decent Work, Un可持续的 Developments Goals, and Humanitarian Work Psychology, Grand C, 10:30 AM

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100 Employee Engagement Surveys: Is There a Better Way?, 302-304, 5:00 PM
109-12 A Multidimensional Item Response Theory Investigation of Common Method Variance, Grand E-H, 6:00 PM
116 Applying for and Getting Grants: Granting Agencies, Grand D, 8:00 AM
119 Big Data and Identified Employee Surveys: Ethical Issues and Actions, Independence Ballroom, 8:00 AM
127 Data Cleansing Time! Insufficient Effort Responding in Concurrent Validation Studies, Grand B, 8:30 AM
137 Applying For and Getting Grants: Successful Grantees, Grand D, 9:00 AM
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224 101 Things About Big Data You're Afraid to Ask, Liberty C, 3:30 PM
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24 Attention! Integrating Military Veterans in to the Workforce, 302-304, 12:00 PM
53 Innovative Approaches to Talent Identification: Bridging Science and Practice, Franklin 08, 1:30 PM
73 Cutting to the Chase: Streamlining the Hiring Process, 407-409, 3:30 PM
104 Improving Selection in the Government: Challenges From NASA, FAA, NSA, Franklin 10, 5:00 PM
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129 The Aging Workforce: Research Desperately Needed!, Grand L, 8:30 AM
131 From Desert to Desk: How I-O Can Improve Veteran Transitions, 401-403, 9:00 AM
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“The DeGarmo Group has truly made an impact in our ability to retain what we would call the brightest and best in the workforce.”

Russell E. Nykaza
Senior Director of HR
U.S. Cellular

About DeGarmo Group

The focus of DeGarmo Group’s research, product development, and service delivery is the application of psychological science in employment assessment and selection. We provide our clients with web-based HR testing and training services that support their talent acquisition and employee development processes. We are the developers and leading global providers of the award-winning Fit Index System*.