31st Annual Conference Program

Hilton Anaheim
Anaheim, California
Conference: April 14-16, 2016
Workshops April 13
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Dear Colleagues,

A warm welcome to the 31st Annual SIOP Conference in Anaheim! As always, the outstanding lineup 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 Steve Kozlowski’s Presidential Address, introduced by our incoming president, Jim Outtz. We are excited to applaud students and colleagues and to learn more about Steve’s multilevel strategies for broadening the impact of I-O psychology.

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 20 concurrent sessions for you to choose from at any point during the conference. We are particularly thrilled 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 2016 Theme Track, “Enhancing Impact: A Multilevel Approach,” is on Thursday and is designed to bring President Steve Kozlowski’s vision to life by encouraging and enabling initiatives that make an impact from “bottom-up, emergent, and self-organizing communities of SIOP members who are prepared to act.” The day will include five sessions of differing formats including an engaging IGNITE session on “How Small Local Efforts Can Yield BIG Impact,” a TED talk-style session “Changing the World Through Organizations: The Power of One,” a panel discussion “Using I-O to Make an Impact on the Larger Society,” a “how-to” workshop “Creating Impact With(in) SIOP,” and fully interactive session “Making a Difference Together in Impact Action Teams.” 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 role of I-Os in mergers and acquisitions specifically related to integrating cultures and an IGNITE session that brings together six presenters to share their insights, tips, and tricks for teaching I-O psychology.

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, “Organizational Citizenship Behaviors: Recent Developments in Research and Practice,” brings together leading practitioners and academics to discuss OCB’s future, and how scholarship can match the organizational reality of OCB. This interactive session will appeal to anyone interested in the science and practice of OCB’s.

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 and SHRM Recertification 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 12 outstanding Communities of Interest sessions this year, specially designed to create new communities around common themes or interests. The sessions will be held on Thursday and Friday, have no chair, Presenter, 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; understanding and supporting the needs I-O practitioners; enhancing visibility and impact through SIOP publications; revising SIOP’s educational guidelines; advocating for I-O and obtaining federal funding; enhancing impact through local I-O groups; 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

For the second straight year, we are continuing with this newly added 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 204 C and include sessions on HR analytics, business strategy, telework, and more.

Closing Address

This is NOT the year to catch an early flight home. You do not want to miss the closing plenary session! Laszlo Bock, SVP of People Operations at Google and Human Resources Executive of the Year, will share with us his insights on making work better everywhere. Come learn why Googlers are among the happiest employees on earth.

Closing Reception

The California-themed reception following the closing address will be a fun and delicious finale to the conference. Join us in sending the conference out on a high note through a celebration of the tastes and sounds of our sunny destination!

Final Thoughts

Your conference committee is dedicated to improving the conference each year. Please share with us, Dave Nershi (our Executive Director), Daisy Chang (incoming Conference Chair), and Zack Horn (incoming Program Chair) any ideas you have for further improving the annual conference.

This outstanding conference is organized by members for members—we have more than 1,500 volunteers involved in this effort. We are grateful to each of you who devoted your time and energy toward strengthening our conference, and we encourage all SIOP members to consider volunteering in the future. We are also profoundly indebted to the dedicated SIOP staff members who work tirelessly to surpass members’ needs and expectations. Our conference is great because of all of the people who support it, and we feel honored to have served SIOP with you.

Enjoy the conference!

Sincerely,

Eden King
2016 SIOP Conference Chair
George Mason University

Scott Tonidandel
2016 SIOP Program Chair
Davidson College
## 31st ANNUAL CONFERENCE PROGRAM

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### Hilton Anaheim

**777 W. Convention Way**  
Anaheim, CA, 92802  

**Tel:** 844-298-3307  

**From John Wayne Airport/Orange County:** Go north on Newport Freeway (55) to 5 Freeway North, exit Katella Ave., turn left, go one mile to Harbor Bl., Turn left, then right onto Convention Way to the hotel. Distance from hotel: 14 mi. Drive time: 20 min.

**From Los Angeles International Airport:** Go south on the San Diego Freeway (405) to the Garden Grove Freeway (22 East), exit Harbor Bl. North to Convention Way. Turn left to the hotel. Distance from hotel: 35 mi. Drive time: 40-50 min.

**From Long Beach Airport (Daugherty Field):** Go south on the San Diego Freeway (405) to the Garden Grove Freeway (22 East) exit on Harbor Blvd. North to Convention Way. Turn left to the hotel. Distance from hotel: 14 mi. Drive time: 25 min.

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](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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TalentMap
TNS Employee Insights
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VHA NCOD
Walden University
Willis Towers Watson
REGISTRATION HOURS
Ballroom C (CC)
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
Ballroom A-E (CC)
THURSDAY  10:00AM TO 5:30PM
FRIDAY  8:30AM TO 5:30PM

PLACEMENT CENTER HOURS
Palos Verde (HA)
WEDNESDAY  3:00PM TO 5:00PM
THURSDAY  8:00AM TO 5:30PM
FRIDAY  8:00AM TO 5:30PM
SATURDAY  8:00AM TO NOON

MEMORIAL
Lyman Porter
THURSDAY  6:30PM TO 7:30PM
Capistrano A-B (HA)

SPECIAL EVENTS
Newcomer Reception
WEDNESDAY  5:00PM TO 6:00PM
Pacific D (HA)

CONTINENTAL BREAKFASTS, presented by Qualtrics
Pacific C-D (HA)
THURSDAY, FRIDAY, SATURDAY
7:30AM TO 8:30AM

COFFEE BREAKS
Ballroom A-E (CC)
THURSDAY, FRIDAY, SATURDAY
10:00AM TO 10:30AM
3:00PM TO 3:30PM

CONCESSION LUNCHES*
Ballroom A-E (CC)
THURSDAY and FRIDAY
11:30AM TO 1:00PM

COFFEE BREAKS
Ballroom A-E (CC)
THURSDAY, FRIDAY, SATURDAY
10:00AM TO 10:30AM
3:00PM TO 3:30PM

COMMITTEE MEETINGS
Local I-O Relations Committee Meeting:
THURSDAY  4:00PM TO 5:30PM
Room 202B (CC)

Committee on Ethnic and Minority Affairs
THURSDAY  2:00PM TO 3:00PM
Room 202B (CC)

Lesbian, Gay, Bisexual, and Transgender Committee and Allies
FRIDAY  4:30PM TO 5:30PM
Room 202B (CC)

Placement Center Open House:
Thursday: 10:00 to 11:00AM
Huntington ABC

Internship Open House:
Thursday: 11:00 to 12:30AM
Laguna AB

International Reception
THURSDAY  6:00PM TO 7:00PM
Pacific A (HA)

Committee on Ethnic and Minority Affairs Social Hour
THURSDAY  6:00PM TO 7:00PM
El Capitan (HA)

Networking Reception and Top Poster Display,
presented by Pearson VUE
THURSDAY  6:00PM TO 8:00PM
Pacific C-D (HA)

Lesbian, Gay, Bisexual, and Transgender Committee and Allies Social Hour
FRIDAY  6:00PM TO 7:00PM
El Capitan (HA)

Closing Plenary, featuring Laszlo Bock
SATURDAY  4:30PM TO 5:30PM
California A-D (HA)

California Closing Reception
SATURDAY  6:00PM TO 8:00PM
Pacific A-D (HA)

HA: Indicates event is being held at the Hilton Anaheim
CC: Indicates event is being held at the Convention Center

*We plan to offer lunches available for purchase (not included in registration fee)
Continuing Education Credit Opportunities

Licensed Psychologists:
These sessions provide continuing education credit for psychology purposes. Individuals must attend the full session for which they are seeking credit (partial credit is not awarded.) Attendees must sign in at the start, sign out at the end, and complete a digital post-evaluation. SIOP will issue credit within 30 days.

Preconference Workshops (advance registration and additional fee required):
Wednesday, 8:30 AM-12:00 PM and 1:30 PM–5:00 PM, Rooms TBA, 3.5 credits per workshop
1. Show Me the Data: Techniques and Tools for Visualization-Based Data Discovery
2. Using Live Experiments to Rapidly Learn, Innovate, and Drive Results in Your Organization
3. The Best New Thinking in I-O: What You Should Be Reading (or Writing) But Don’t Have Time To
4. Rich Media Simulations: Fad or Value-Add?
5. A Personality-Based Approach to Developing Versatile Leaders for Complex Times
7. Engagement: Approaches and Evidence
8. Legal Update: What’s New and How It Affects You
10. Experience-Driven Leadership Development: Exploring Three Tough Challenges

Friday Seminars (advance registration and additional fee required):
Friday, times and rooms denoted below, 3 credits per seminar
1. Person-Centered Analyses (Session 125), 8:00 AM-11:00 AM, Room 205 A
2. The Benefits (and Costs) of Giving Your Employees Voice (Session 126), 8:00 AM-11:00 AM, Room 205 B
3. Careless Survey Responding (Session 167), 11:30 AM-2:30 PM, Room 205 A
4. Effective Organizational Socialization and Onboarding (Session 168), 11:30 AM-2:30 PM, Room 205 B
5. Big Data Predictive Analytics: A Hands-On Workshop Using R (Session 212), 3:00 PM-6:00 PM, Room 205 A
6. Integrating the Science of Employee Health, Wellbeing, and Safety…(Session 213), 3:00 PM-6:00 PM, Room 205 B

Theme Track: Enhancing Impact: A Multilevel Approach (no advance registration or additional fee required):
Thursday, Room 204 C, times and credits denoted below
• How Small Local Efforts Can Yield BIG Impact (Session 11), 10:30 AM-11:50 AM, 1.5 credits
• Changing the World through Organizations: The Power of One (Session 34), 12:00 PM-1:20 PM, 1.5 credits
• Using I-O to Make an Impact on the Larger Society (Session 55), 1:30 PM-2:50 PM, 1.5 credits
• Creating Impact With(in) SIOP (Session 71), 3:30 PM-4:20 PM, 1 credit
• Making a Difference Together in Impact Action Teams (Session 92), 4:30 PM-5:50 PM, 1.5 credits

Master Collaboration: Organizational Citizenship Behaviors: Recent Developments in Research and Practice (Session 215)
(no advance registration or additional fee required): Friday, 3:30 PM-4:50 PM, Room 201 A, 1.5 credits

Master Tutorials (no advance registration or additional fee required):
Days, times, and rooms denoted below, 1.5 credits per tutorial
• Handling Big(gish) Data in R: An Introductory and Interactive Tutorial (Session 54), Thursday, 1:30 PM-2:50 PM, Room 204 B
• This is Your Captain Speaking: I-O’s Role in Aviation Safety (Session 61), Thursday, 1:30 PM-2:50 PM, Room 207 D
• Functional Job Architecture: Practical Solutions for Large-scale Job Analysis (Session 148), Friday, 10:30 AM-11:50 AM, Room 201 A
• Using metaBUS for Literature Searches, Generating Instant Meta-Analyses (Session 268), Saturday, 8:30 AM-9:50 AM, Room 207 B
• Testing Mediation: The Endogeneity Problem and the Solution (Session 281), Saturday, 10:30 AM-11:50 AM, Room 201 A
• Introduction to Reproducible Research using R, RStudio, and R Markdown (Session 294), Saturday, 10:30 AM-11:50 AM, Room 207 B
• Aug ‘mentors’: Using Positive Psychology to Improve Mentoring (Session 324), Saturday, 1:30 PM-2:50 PM, Room 201 B
• Using Deep Learning to Predict Performance from Resumés (Session 331), Saturday, 1:30 PM-2:50 PM, Room 204 B
• Seven Steps for Writing Great Technical Reports (Session 334), Saturday, 1:30 PM-2:50 PM, Room 205 B

Full session descriptions, speaker biographies, and learning objectives can be found at www.siop.org/CE. Please contact Tracy Vanneman at tvanneman@siop.org or 419-353-0032 with questions pertaining to continuing education credit at SIOP 2016.
Continuing Education Credit Opportunities

**PHR/SPHR/GPHR Certification Holders:**
The following sessions provide recertification credit for HR Certification Institute certifications. Individuals must attend the full session for which they are seeking credit (partial credit is not awarded.) Attendees must sign in at the start of the session, sign out at the end of the session, and complete a digital post-evaluation. SIOP will issue the program ID within 30 days.

**Preconference Workshops (advance registration and additional fee required):**
Wednesday, 8:30 AM-12:00 PM and 1:30 PM–5:00 PM, Rooms TBA, 3.5 credits per workshop
- Workshops 1, 2, 4, 6, 7, 8, 9, and 10 offer this type of credit (see titles on prior page)

**Friday Seminars (advance registration and additional fee required):**
Friday, 3 credits per seminar
- Friday Seminars 2, 4, and 6 offer this type of credit (see titles, times, and rooms on prior page)

**Master Collaboration: Organizational Citizenship Behaviors: Recent Developments in Research and Practice (Session 215) (no advance registration or additional fee required):**
Friday, 3:30 PM-4:50 PM, Room 201 A, 1.5 credits

**Master Tutorials (no advance registration or additional fee required):**
Days and times denoted below, 1.5 CE credits per tutorial
- Functional Job Architecture: Practical Solutions for Large-Sale Job Analysis (Session 148), Friday, 10:30 AM-11:50 AM, Room 201 A
- Aug*mentors*: Using Positive Psychology to Improve Mentoring (Session 324), Saturday, 1:30 PM-2:50 PM, Room 201 B
- Using Deep Learning to Predict Performance from Resumés (Session 331), Saturday, 1:30 PM-2:50 PM, Room 204 B

The sessions below denote the “all-conference” type credit for PHR/SPHR/GPHR certificants. You must attend one session in each available timeslot in order to earn 11.5 credits. This HRCI program ID will be printed in an onsite publication (there is no sign in/out requirement.) Find more details at [http://www.siop.org/Conferences/16con/HRCI_all_conference_instructions_2016.pdf](http://www.siop.org/Conferences/16con/HRCI_all_conference_instructions_2016.pdf)

- Overcoming Talent Challenges in Emerging Markets (Session 27), Thursday, 12:00 PM-1:20 PM, Room 201 B
- You Can Train That? Empirical Support for Novel Training Content (Session 31), Thursday, 12:00 PM-1:20 PM, Room 203 B
- Turnover Research & Practice: Adv. in Methods, Measurement, and Analysis (Session 39), Thursday, 12:00 PM-1:20 PM, Room 207 B
- Workplace Safety Research: What is Next? (Session 42), Thursday, 12:00 PM-1:20 PM, Room 303 A
- Managing Human Capital in Dynamic Team Environments (Session 53), Thursday, 1:30 PM-2:50 PM, Room 204 A
- Illustrations of Innovative Technology Applications to HR Processes (Session 104), Thursday, 5:00 PM-5:50 PM, Room 206 A
- Current State of Diverse Teams: Going Beyond the Diversity-Performance Link (Session 151), Friday, 10:30 AM-11:50 AM, Room 201 D
- Understanding and Overcoming Resistance to Teleworking (Session 156), Friday, 10:30 AM-11:50 AM, Room 204 C
- Coaching Nightmares: What Would You Do? (Session 157), Friday, 10:30 AM-11:50 AM, Room 206 A
- Leader Development: Developing Self and Developing Others (Session 173), Friday, 12:00 PM-1:20 PM, Room 201 B
- The Art and Science of Executive Assessment: Research and Practice (Session 186), Friday, 12:00 PM-1:20 PM, Room 303 B
- AC, Quo Vadis? Novel Assessment Center Design and Validation Strategies (Session 193), Friday, 1:30 PM-2:50 PM, Room 201 B
- Modern Tools and Samples for the Ubiquitous Workplace Survey (Session 201), Friday, 1:30 PM-2:50 PM, Room 206 A
- Feedback Effectiveness Within and Without Performance Management (Session 269), Saturday, 8:30 AM-9:50 AM, Room 207 C
- Mergers & Acquisitions: Impact of Integrating Organizational Cultures (Session 323), Saturday, 1:30 PM-2:50 PM, Room 201 A

*Denotes session is eligible for Business credit.

**SHRM-CP℠/SHRM-SCP℠ Certification Holders:**
The 2016 SIOP Annual Conference offers 23.5 Professional Development Credits (PDCs). To earn 23.5 PDCs, simply register for and attend the full length of the conference, April 14-16, 2016. The activity ID will be provided to conference attendees in an onsite publication.

The 2016 SIOP Preconference Workshops offer 7 Professional Development Credits (PDCs). To earn 7 PDCs, register for and attend the full day of the Preconference Workshops on April 13, 2016. Attendees will need to sign in and out on the attendance sheets at both of the workshops attended. SIOP will issue letters within 30 days with the activity ID.
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Visit our assessment solution experts in Booth #309 to learn more about how to position your organization for success and to receive our newest white papers:

The 4-S Approach to Human Capital Risk Management in the Digital Era
John W. Jones, Ph.D. and Michael Cunningham, Ph.D., Thursday, April 14th, 2:00 - 4:00 PM

The Use of the Campbell™ Leadership Index (CLI™) for Executive Coaching: A Focus on Ethics
Gary Behrens, MBA, M.S. and David P. Campbell, Ph.D., Friday, April 15th, 10:00 AM - 12:00 PM

GENERAL DYNAMICS
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**THURSDAY SPECIAL EVENTS:**

**CONTINENTAL BREAKFAST,** presented by Qualtrics  
Pacific C-D (HA)  
7:30AM TO 8:30AM

**CEMA SOCIAL HOUR**  
El Capitan (HA)  
6:00PM TO 7:00PM

**OPENING PLENARY SESSION**  
California A-D (HA)  
8:30AM TO 10:00AM

**INTERNATIONAL RECEPTION**  
Pacific A (HA)  
6:00PM TO 7:00PM

**COFFEE BREAKS**  
Ballroom A-E (CC)  
10:00AM TO 10:30AM  
3:00PM TO 3:30PM

**MEMORIAL: Lyman Porter**  
Capistrano AB (HA)  
6:30PM TO 7:30PM

**CONCESSION LUNCHES**  
Ballroom A-E (CC)  
11:30AM TO 1:00PM  
(Exclusive for purchase, not included in conference fee)

**SIOP NETWORKING RECEPTION,** presented by Pearson VUE  
Includes Top Poster presentations  
Pacific CD (HA)  
6:00PM TO 8:00PM

**LOCAL I-O RELATIONS COMMITTEE MEETING**  
Room 202B (CC)  
4:00PM TO 5:30PM

**COMMITTEE ON ETHNIC AND MINORITY AFFAIRS MEETING**  
Room 202B (CC)  
2:00PM TO 3:00PM
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**Posters**

**Community of Interest**

**Awards Session**

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**Invited Address**

**Executive Board Sessions**

Please note that rooms California A-D and Pacific D are in the Anaheim Hilton Hotel. All other rooms are in the convention center.

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**SIOP Networking Reception**

**presented by Pearson VUE**

**Hilton Pacific CD**

**6:00 PM TO 8:00 PM**

---

View the highest rated posters

Meet new people

Have fun!

See old friends

Reconnect

Inspire students!

Learn

Find collaborators for your next project

Enjoy!
2016 SIOP Conference | TOPIC INDEX | Anaheim, CA

Careers/Mentoring/Socialization/Onboarding/Retention
44 Creating US Local I-O Communities: Tales From the Trenches, 303 C, 12:00PM
50 Arranged “Marriages”: Practical Advice for Designing and Administering Mentoring Programs, 201 C, 1:30PM
68 Generational Shifts in the Workplace and the Impending Retirement Tsunami, 203 A, 2:00PM
112 Toothless Shark Tank for I-O Psychologist Entrepreneurs, 303 D, 5:00PM

Coaching/Leadership Development
25 Identifying High Potentials in Organizations, 203 A, 12:00PM
105 When the Going Gets Tough: Tools for Building Resilience, 207 A, 5:00PM
113 Poster 9, Hilton Pacific D, 6:00PM

Consulting Practices/Ethical Issues
48 Clients 102: The Learning Continues, 201 A, 1:30PM
90 Integrating Virtual Facilitation Best Practices Into I-O Methods, 303 D, 3:30PM

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41 Advances in Understanding and Managing Workplace Conflict, 207 D, 12:00PM
60 Research Incubator: Studying Sexual Violence Against Men at Work, 207 B, 1:30PM
74 Deviance for the Right Reasons? Understanding Constructive Deviance at Work, 201 C, 3:30PM
107 I Saw What You Did! Bystander Responses to Workplace Deviance, 207 C, 5:00PM

Emotions/Emotional Labor
17 Discrete Emotion Processes in the Workplace: New Research Frontiers, 207 C, 10:30AM
45 Emotion Regulation at Work: Expanding Our Impact, 303 D, 12:00PM
86 Putting Feelings in Context: Research on Relationships and Affect, 207 D, 3:30PM

Employee Withdrawal (e.g., Absence, Turnover)/Retention
39 Turnover Research and Practice: Advancements in Methods, Measurement, and Analysis, 207 B, 12:00PM

Global/International/Cross-Cultural Issues
27 Overcoming Talent Challenges in Emerging Markets, 201 B, 12:00PM
82 Identifying and Developing Leadership Potential: A Global Perspective, 206 A, 3:30PM
111 ¡Hola! So You Have Latin American Clients?, 303 C, 5:00PM

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37 Novel Ways to Understand and Assess Teamwork, 206 A, 12:00PM
46 Posters 1-32, Ballroom A-E, 1:00PM
53 Managing Human Capital in Dynamic Team Environments, 204 A, 1:30PM

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61 This Is Your Captain Speaking: I-O’s Role in Aviation Safety, 207 D, 1:30PM
81 Let’s Get Visual: Best Practices for Data Visualization, 205 B, 3:30PM

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5 Diversity and Difference in the University: Findings From the Trenches, 201 C, 10:30AM
33 The Trouble With Subtle: Boundary Conditions of Subtle Discrimination Outcomes, 204 B, 12:00PM
66 Preparing the Next STEM Generation: Minding the Gender Gap, 207 C, 1:30PM
88 Women and Career Development: Stereotypes, Challenges, and Obstacles, 303 B, 3:30PM

Innovation/Creativity
6 Defining and Measuring Advanced Constructs in the Wild, 201 D, 10:30AM
49 More Than the Person: The Role of Context in Proactivity, 201 B, 1:30PM

Job Analysis/Job Design/Competency Modeling
58 Advancing the State of the Art in Job Analysis Research and Practice, 206 A, 1:30PM

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80 Contemporary Approaches to Person–Environment Fit Research, 205 A, 3:30PM

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19 Foundations of Organizational Citizenship Behavior: Reviews and Future Research Recommendations, 303 A, 10:30AM
87 Workplace Mindfulness: New Directions for Research and Practice, 303 A, 3:30PM

Leadership
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3 Identifying High Potential: From Bad HR to Good Behavioral Science, 201 A, 10:30AM
36 Bridging the Gap: Challenges of Leadership in Healthcare, 205 B, 12:00PM
62 Overview and Selected Findings From a Multiorganizational, Multilevel Leadership Study, 303 A, 1:30PM
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79 Contemporary Issues in Occupational Credentialing, 204 B, 3:30PM
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8 Measurement Equivalence of Psychological Measures: Gender, Culture, and Sampling Sources, 203 B, 10:30AM
21 Your Attention Please! Measuring, Predicting, and Preventing Insufficient Effort Responding, 303 C, 10:30AM
54 Handling Big(gIsh) Data in R: An Introductory and Interactive Tutorial, 204 B, 1:30PM
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94 M. Scott Myers Award: From Research to Practice: Evolution of High-Stakes Workplace Personality Assessment, 201 B, 5:00PM
98 Unobtrusive Measurement in I-O: Overcoming Practical, Methodological, and Ethical Issues, 203 A, 5:00PM
101 Putting Analytics to Use: Let’s Get Down to Business, 204 B, 5:00PM
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15 Let’s Stop and Reflect: What Is Workplace Civility?, 207 A, 10:30AM
42 Workplace Safety Research: What Is Next?, 203 A, 12:00AM
64 More Stressed Than Ever? Emerging Contemporary Workplace Stressors, 303 C, 1:30PM
85 Resilience: Clarifying Conceptual Issues in Current Research, 207 C, 3:30PM
110 Get Smart About Occupational Health and Well-Being, 303 B, 5:00PM
113 Posters 2 & 10, Hilton Pacific D, 6:00PM

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65 Strong Cultures: Unlocking the Secret Sauce, 303 D, 1:30PM
Organizational Justice
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56 New Roles for Individual Differences in Organizational Justice Research, 205 A, 1:30PM

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78 IGNITE + Panel: Lessons From the Field: Change (Sometimes) Happens, 204 A, 3:30PM
100 Invited Session: I-Os at the M&A Table: Bringing Rigor to Culture Integration, 204 A, 5:00PM

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40 20 Years of Innovation in 360° Feedback: Evolution or Devolution?, 207 C, 12:00PM
77 What Does Good Performance Management Look Like? An Appreciative Inquiry, 203 B, 3:30PM

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16 Attachment Theory and Its Applications to the Workplace, 207 B, 10:30AM
18 Temporal Individual Differences Across Multiple Levels and Applied Contexts, 207 D, 10:30AM
29 Personality Computer Adaptive Testing (CAT): A Meow or a ROAR?, 201 D, 12:00PM
83 Digging Deeper Into the Darkness: Advances in Dark Personality Research, 207 A, 3:30PM
84 Novel Insights Into Leader Personality: Traits, States, and Dynamics, 207 B, 3:30PM

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32 IGNITE Debate: Should We Trust or Avoid Online Convenience Samples?, 204 A, 12:00PM
75 Formally Modeling I-O Psychology Phenomena: Instructional Exemplars, 201 D, 3:30PM
103 Impact of Research Reproducibility and Study Registration on I-O Psychology, 205 B, 5:00PM

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10 Marching Through Military Veteran Selection, Performance, and Retention, 204 B, 10:30AM
47 Helping Organizations Win the War for Talent, 203 A, 1:00PM
57 Armed and Able: Industrial-Organizational Psychology Applied to Armed Jobs, 205 B, 1:30PM
67 Posters 1-4, 6-16, 18-30, 2:00PM
109 New Insights Into Adverse Impact: Origination, Motivation, and Scale Weighting, 303 A, 5:00PM

Strategic HR/Utility/Changing Role of HR
43 Successful Strategic Research Partnerships: Best Practices and Lessons Learned, 303 B, 12:00PM

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20 I-O Academic Career Options: Faculty at Teaching Intensive Institutions, 303 B, 10:30AM
38 Dos and Don’ts of Graduate School: Surviving and Thriving 2.0, 207 A, 12:00PM
59 From Grad Student to Professional: Things I Wish I Knew, 207 A, 1:30PM
70 Developing Publication Process Savvy, 203 A, 3:30PM
71 Theme Track: Creating Impact With(in) SIOP, 204 C, 3:30PM
99 Executive Board Special Session: Revised Guidelines for Education at the Master’s and Doctoral Level, 203 B, 5:00PM

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9 IGNITE + Panel Session Combo: Innovative Selection Solutions, 204 A, 10:30AM
28 Redefining State-of-the-Art: High-Fidelity Simulations Best Practices, 201 C, 12:00PM
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113 Poster 3, Hilton Pacific D, 6:00PM

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13 The Overlooked Cognitive Ability—Working Memory: Research and Practical Considerations, 205 B, 10:30AM
63 The Future of Mobile Assessment: What Could We Do?, 303 B, 1:30PM
91 Posters 1-30, Ballroom A-E, 4:30PM
93 Distinguished Early Career Contributions-Science Award: Test Bias, Differential Validity, and Other Things Along the Way, 201 A, 5:00PM
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95 More Than Theory, Training Evaluation in Practice, 201 C, 5:00PM
113 Poster 5, Hilton Pacific D, 6:00PM

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12 It’s About Time! Dynamic Perspectives on the Work–Nonwork Interface, 205 A, 10:30AM
26 Break It Up! A New Focus in Work Recovery, 201 A, 12:00PM
102 Family Supportive Supervisor Behaviors and Their Impact on Specific Populations, 205 A, 5:00PM
113 Poster 7, Hilton Pacific D, 6:00PM

Join or Renew Today at www.SIOP.org
1. Special Events: 8:30AM-9:50AM
Hilton California A-D
Opening Plenary
James L. Outtz, Outtz and Associates, Chair
Steve W. J. Kozlowski, Michigan State University, Presenter
Submitter: James L. Outtz, jouttz@aol.com

2. Community of Interest: 10:30AM-11:20AM
Recent Trends in Performance Management
Steven T. Hunt, SAP SuccessFactors, Host
Deborah K. Ford, Accenture, Coordinator

3. Panel Discussion: 10:30AM-11:50PM
Identifying High Potential: From Bad HR to Good Behavioral Science
There is little consensus with respect to the definition and measurement of high potential talent. The purpose of this panel is to provide an overview of high potential theory, present best practices in measurement, share data-based research, and address key questions regarding the identification of high potential talent.
Charles A. Handler, Rocket-Hire LLC, Chair
Rob F. Silzer, HR Assessment & Development/Baruch College & The Graduate Center, CUNY, Panelist
Alan L. Colquitt, Eli Lilly & Company, Panelist
Laura Heaton, Penske, Panelist
Raphael Y. Prager, Aon Hewitt/Baruch College & The Graduate Center, CUNY, Panelist
Submitter: Raphael Y. Prager, prager.rafi@gmail.com

4. Symposium/Forum: 10:30AM-11:50PM
Obese individuals face many challenges in the workplace, including mistreatment and discrimination. This symposium uncovers several new research directions, including a look at new targets of discrimination (overweight new mothers and supervisors), novel measures (micro-expressions of emotion and perceptions of competence), and surprising outcomes for obese individuals (approachability and health).
Gary Giumetti, Quinnipiac University, Co-Chair
Jenna L. Scisco, Eastern Connecticut State University, Co-Chair
Jamie L. Gloor, University of Zurich, Rebecca Puhl, University of Connecticut, Pregnancy Pounds: Double Discrimination for Working (New) Mothers? Alexandra Henderson, Bowling Green State University, Russell A. Matthews, Bowling Green State University, Supervisor Weight: Subordinate Biases and Organizational Citizenship Behavior
Traci Sitzmann, University of Colorado Denver, Eden B. King, George Mason University, Victor S. Mancini, University of South Florida, Emotional Expression and Discrimination Against Obese Job Applicants
Jenna L. Scisco, Eastern Connecticut State University, Gary Giumetti, Quinnipiac University, Does Education About Causes of Obesity Reduce Weight-based Hiring Discrimination?
Michael A. Johnson, University of Central Florida, Matthew D. Griffith, University of Central Florida, Body Fat’s Impact on the Health Outcomes of Workplace Mistreatment
Submitter: Gary Giumetti, ggiuimet@gmail.com

5. Symposium/Forum: 10:30AM-11:50PM
Diversity and Difference in the University: Findings From the Trenches
A series of 5 studies provide further insight into the relationship among social identity, perceptions of bias, and interpersonal relations in the workplace. These studies focus on a variety of demographic diversity indicators including gender, race, and ethnicity and its effect on various outcomes and statuses within the university context.
Inchul Cho, Texas A&M University, Co-Chair
Kathi N. Miner, Texas A&M University, Co-Chair
Inchul Cho, Texas A&M University, Kathi N. Miner, Texas A&M University, Ismael Diaz, California State University, San Bernardino, Graduate Student/Advisor
Racial Dissimilarity, Interpersonal Treatment, and Student Outcomes
Gwenyth G. Fisher, Colorado State University, Victoria F. Mattingly, Colorado State University, Examining Incivility Related to Pregnancy and Lactation Among Working Mothers
Issi H. Settles, Michigan State University, David Nguyen, Michigan State University, Nicole Buchanan, Michigan State University, Paulette Russell, Michigan State University, Mentoring Challenges for Faculty of Color: An Intersectional Perspective
Jessica M. Walker, Texas A&M University, Katie M. Miner, Texas A&M University, Mindy J. Bergman, Texas A&M University, Classism Outside of Class: Social Class and Faculty–Staff Relations
Kecia M. Thomas, University of Georgia, Laura Provolt, University of Georgia, Rhianne Hearne, University of Georgia, Understanding First-Gen Faculty as Bicultural Boundary Spanners and Diversity Champions
Submitter: Inchul Cho, iccho83@gmail.com

6. Panel Discussion: 10:30AM-11:50PM
Defining and Measuring Advanced Constructs in the Wild
To remain competitive, employees must possess “advanced” skillsets that go beyond the required technical skills. However, definitions and measurement approaches for constructs like adaptability, creativity, and innovation are unclear. This panel session brings together diverse participants to discuss the measurement and assessment of such advanced constructs in real-world settings.
Kara L. Orvis, Aptima, Inc., Co-Chair
Vicki C. Wang, George Mason University, Co-Chair
Laura Fletcher, George Mason University, Co-Chair
Scott Galster, Air Force Research Laboratory, 711 HPW/RHCP, Panelist
Sarah H. Parker, Virginia Tech Carilion School of Medicine, Panelist
Krista Ratwani, Aptima, Inc., Panelist
Lois E. Tetrick, George Mason University, Panelist
Submitter: Krista Ratwani, kratwani@aptima.com

8. Symposium/Forum: 10:30AM-11:50PM
Measurement Equivalence of Psychological Measures: Gender, Culture, and Sampling Sources
Because of the intensive usage of psychological measures in the current workplace, it is important to examine whether the internal factorial structure of psychological measures holds across subpopulations. Papers in this symposium explore the measurement equivalence of different types of psychological measures across genders, cultures, and sample sources.
Nathan T. Carter, University of Georgia, Chair
Li Guan, University of Georgia, Co-Chair
Adam W. Meade, North Carolina State University, Discussant
SeongHee Cho, University of Illinois at Urbana-Champaign, Mengyao Cao, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, Jae Yoon Chang, Sogang University, Situational Judgment Test Scoring Key Validation: An Application of DIF
Lane E. Sieder, University of Georgia, Rachel L. Williamson, University of Georgia, Alexandra Harris, University of Georgia, Nathan T. Carter, University of Georgia, Gender Bias in Measurement of the Narcissistic Personality Inventory
Isaac Benjamin Thompson, Red Hat, Joel R. Osgood, North Carolina State University, Gabriel Pappalardo, North Carolina State University, Personality Measurement Invariance Across Gender, Sample, and Nationality
Li Guan, University of Georgia, Gary J. Lautenschlager, University of Georgia, Corianne M. Bazemore-James, University of Georgia, Kecia M. Thomas, University of Georgia, Measurement Equivalence of Job Satisfaction in Token and Nontoken Populations
Submitter: Li Guan, aguan0215@gmail.com

9. Alternative Session Type: 10:30AM-11:50PM
IGNITE + Panel Session Combo: Innovative Selection Solutions
Online assessments leveraging multimedia, simulation, and other innovative methods of assessing candidates have been increasing in academic and applied popularity. This session will present attendees
with various perspectives on best practice recommendations, lessons learned, and future considerations, while being based in previous research and experience.

Jane Wu, IBM, Chair
Eric J. Sydell, SHAKER, Presenter
Karen O. Moriarty, Kenexa, an IBM Company, Presenter
Christie Brodlbeck, SHAKER, Presenter
Cheryl J. Paulin, HumRRO, Presenter
Ben Hawkes, Mindsight, Presenter
Submitter: Jane Wu, jane.y.wu00@gmail.com

10. Symposium/Forum: 10:30AM-11:50PM  204 B
Marching Through Military Veteran Selection, Performance, and Retention
Veteran unemployment continues to rise and hiring rates continue to lag behind nonveterans. This symposium explores employers’ stereotypes, preferences, hiring decisions, and retention efforts, as well as veterans’ personalities and performance in the civilian workforce, and provides solutions and best practices for selecting and retaining qualified veterans.

Peter J. Reiley, U.S. Air Force, Co-Chair
Adam H. Kabins, Assess-Systems, Co-Chair
Christopher B. Stone, Emporia State University, Stereotypes of United States Military Veterans in the Selection Process
Meredith A. Kleykamp, University of Maryland, Employer Preferences for Military Veterans Using a Field Experiment
Peter J. Reiley, U.S. Air Force, We Want You: Employers’ Perceptions of Veterans’ Experience and Education
Trent J. Burner, WalMart Stores, Inc., Applied Efforts to Integrate and Sustain Veterans in the Workforce
Submitter: Adam H. Kabins, ahk325@gmail.com

11. Special Events: 10:30AM-11:50PM  204 C
Theme Track: How Small Local Efforts Can Yield BIG Impact
Every I-O psychologist has the ability and opportunity to make a difference in their local communities. An engaging IGNITE session will uncover how, and in what ways, I-Os can use their knowledge and skills to broaden the visibility of I-O and make a BIG impact in their local communities.

Emily J. Stehura, Development Dimensions International (DDI), Chair
Ryan C. Johnson, Ohio University, Co-Chair
Tara S. Behrend, The George Washington University, Co-Chair
Nathan R. Kuncel, University of Minnesota, Presenter
Megan K. Leasher, Macy’s, Inc., Presenter
Eugene Agbofo Ohu, Lagos Business School, Presenter
Robert G. Jones, Missouri State University, Presenter
Kimberly A. French, University of South Florida, Presenter
Andrew J. Thurston, University of South Florida, Presenter
Katina Sawyer, Villanova University, Presenter
Mahima Saxena, Illinois Institute of Technology, Presenter
Amy Dawgert Grubb, Federal Bureau of Investigation, Presenter
Submitter: Zachary N.J. Horn, zackhorn@gmail.com

12. Symposium/Forum: 10:30AM-11:50PM  205 A
It’s About Time! Dynamic Perspectives on the Work–Nonwork Interface
Notwithstanding the recognition that experiences in work and nonwork life are dynamic there is limited research on temporal effects in this body of scholarship. This symposium showcases 4 empirical papers that apply novel methodological approaches to help us better understand the dynamic, changing, and episodic aspects of the work–nonwork interface.

Marcus M. Butts, University of Texas at Arlington, Chair
Lillian T. Eby, University of Georgia, Co-Chair
Robert J. Vandenberg, University of Georgia, Discussant
Amit Kramer, University of Illinois at Urbana-Champaign, SeongHee Cho, University of Illinois at Urbana-Champaign, The Effects of Work–Family Demands and Resources on Work Injuries
Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Elizabeth M. Boyd, Kennesaw State University, Zhenyu Yuan, The University of Iowa, A Fine-Grained Analysis of Work–Family Conflict Episodes, Emotions, and Performance
Marcus M. Butts, University of Texas at Arlington, Lillian T. Eby, University of Georgia, Tammy D. Allen, University of South Florida, Jessica L. Mullenburg, University of Georgia, Work–Nonwork Balance and Turnover Intentions: A Simultaneous LGM Approach
Samantha C. Paustian-Underdahl, Florida International University, Ashley M. Mandeville, University of Alabama, Asia A. Eaton, Florida International University, Ryan Jacobson, Florida International University, Vanessa Quiroz, Florida International University, Investigating Pregnancy Disclosures at Work via Discontinuous Change Modeling
Submitter: Marcus M. Butts, mbutts@uta.edu

13. Symposium/Forum: 10:30AM-11:50PM  205 B
The Overlooked Cognitive Ability—Working Memory: Research and Practical Considerations
Working memory, an often-overlooked cognitive ability, is an important predictor of performance, especially in the workplace. This symposium highlights the value of including working memory in I-O psychology by presenting current research exploring the impact of differences in working memory within the context of work and its practical applications.

Shanique G. Brown, DePaul University, Co-Chair
Anita M. Franco-Watkins, Auburn University, Co-Chair
Zach Shipstead, Arizona State University, Frank A. Bosco, Jr., Virginia Commonwealth University, Working Memory: A Primer for I-O Psychologists
D. Zachary Hambrick, Michigan State University, Erik M. Altman, Michigan State University, Why Is g the Single Best Predictor of Job Performance?
Jason Randall, University at Albany, SUNY, Margaret E. Beier, Rice University, Anton J. Villado, Rice University, Working Memory and Mind Wandering in Task Performance
Brian D. Webster, Oklahoma State University, Bryan D. Edwards, Oklahoma State University, Ana M. Franco-Watkins, Auburn University, Working Memory as a Predictor of Decision-Making Performance
Gene Brewer, Arizona State University, Kimberly Wingert, Arizona State University, Hunter Ball, Arizona State University, Jillian Ware, Arizona State University, How Individual Differences in Working Memory Influence Decisions to Shoot
Submitter: Shanique G. Brown, sbrown82@depaul.edu

14. Panel Discussion: 10:30AM-11:50PM  206 A
Competencies and Content Expertise for I-O Psychology Expert Witnesses
SIOP members and a practicing attorney address expert witnessing competencies and strategies in the face of new developments in case law, regulations and agency guidance. The discussion includes social framework analysis, potential new test validation standards, and impact of revised FLSA regulations on exempt status employees with managerial duties.

Margaret S. Stockdale, Indiana University-Purdue University Indianapolis, Chair
Cristina G. Banks, Lamorinda Consulting LLC, Panelist
Eric M. Dunleavy, DCI Consulting Group, Panelist
Caren Goldberg, Bowie State University, Panelist
Arthur Gutman, DCI Consulting Group, Panelist
David B. Ross, Seyfarth Shaw, LLP, Panelist
Submitter: Margaret S. Stockdale, pstockda@iupui.edu

15. Roundtable/Conversation Hour: 10:30AM-11:50PM  207 A
Let’s Stop and Reflect: What Is Workplace Civility?
We will facilitate a discussion around the idea of workplace civility as an academic construct and as practice label: Is civility the opposite of incivility? What is the level of analysis we should use to study it (individual behaviors or group norms)? Is civility old wine in a new bottle?

Ashlyn M. Patterson, University of Guelph, Host
M. Gloria Gonzalez-Morales, University of Guelph, Host
Submitter: M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca
16. Symposium/Forum: 10:30AM-11:50PM 207 B
Attachment Theory and Its Applications to the Workplace
Derived from developmental psychology, attachment theory has begun to attract attention of organizational scholars due to its rich interpersonal implications. This symposium presents 4 empirical studies conducted in different cultures that demonstrate the relevance of attachment theory to many phenomena taking place at the workplace.

Jinyan Fan, Auburn University, Chair
Ning Hou, Auburn University, Co-Chair
Mindy E. Bergman, Texas A&M University, Discussant
Justin Feeney, University of Western Ontario, Ian R. Gellatly, University of Alberta, Richard D. Coffin, University of Western Ontario, Michelle Inness, University of Alberta, Measuring Attachment to the Organization
Ning Hou, Auburn University, Melissa J. Stuhlman, Auburn University, Hui Meng, East China Normal University, Understanding the Development of LMX From the Attachment Perspective
Babatunde Ogunfowora, University of Calgary, Justin M. Weinhardt, University of Calgary, Christine Hwang, University of Calgary, The Impact of Abusive Supervision Differentiation on Workgroup Attachment
Lu Zheng, Auburn University, Paige E. Hartman, Auburn University, Andrew L. Bond, Auburn University, Elissa M. Hack, Auburn University, Yinm Li, Henan University, Yongxin Li, Henan University, Minghui Wang, Henan University, Linking Attachment Insecurities and Newcomer Adjustment: Interpersonal Problems as Mediator
Submitter: Jinyan Fan, fanjinyan@yahoo.com

17. Symposium/Forum: 10:30AM-11:50PM 207 C
Discrete Emotion Processes in the Workplace: New Research Frontiers
Four empirical papers address innovative research questions about discrete emotions at work by examining them at different stages of the emotion process. In particular, there is a focus on (a) the appraisal of situations, (b) the affective experience, and (c) the post-emotional response.

Manuel F. Gonzalez, The Graduate Center & Baruch College, CUNY, Co-Chair
Elliott C. Larson, The Graduate Center & Baruch College, CUNY, Co-Chair
Yochi Cohen-Charash, Baruch College-CUNY, Co-Chair
Edward L. Levine, University of South Florida, Discussant
Michael M. DeNunzio, The Graduate Center & Baruch College, CUNY, Erin Eatough, The Graduate Center & Baruch College, CUNY, Zhigong E. Zhou, Florida Institute of Technology, Danielle R. Wald, The Graduate Center & Baruch College, CUNY, Wasted Time as an Affective Event: Impacts on Daily Frusturation
Yeonka Kim, University of Minnesota, John D. Kammerer-Mueller, University of Minnesota, Self-Consious Emotions in the Workplace: Guilt, Shame, and Pride
Christian N. Thoroughgood, Northeastern University, Katrina Sawyer, Villanova University, Michelle K. Duffy, University of Minnesota, Kristin Scott, Clemson University, Noelle Withelder, ASTM International, Envious Rumination: Links to Social Undermining and Job Effort
Submitter: Elliott C. Larson, elliott.c.larson@gmail.com

18. Symposium/Forum: 10:30AM-11:50PM 207 D
Temporal Individual Differences Across Multiple Levels and Applied Contexts
This symposium showcases research investigating temporal individual differences across individual, dyadic, and team levels. A variety of temporal characteristics are featured, including polychronicity, synchrony preference, time urgency, and pacing style. Temporal individual differences are documented to significantly affect a range of outcomes across levels and applied contexts.

Susan Mohammed, Pennsylvania State University, Chair
Abbie J. Shipp, Texas Christian University, Discussant
Jeffrey M. Conte, San Diego State University, Bryan Aaasen, Walmart, Casey R. O’Loughlin, San Diego State University, Caitlin R. Jacobson, San Diego State University, Validity Evidence for Individual-Level Polychronicity
Sophie Leroy, University of Washington Bothell, Synchrony Preference and Social Interactions: A Relational Perspective About Time
Patricia M. Martinez, Pennsylvania State University, Robert C. Melloy, Pennsylvania State University, Elizabeth M. Grimaldi, Pennsylvania State University, The Influence of Synchrony Preference Diversity on Leader Dyad Effectiveness
Susan Mohammed, Pennsylvania State University, David Livert, Pennsylvania State University, Kent K. Alipour, Pennsylvania State University, Can One Cook Spoil the Broth? Temporality in Chief Teams
Submitter: Susan Mohammed, sxm40@psu.edu

19. Symposium/Forum: 10:30AM-11:50PM 303 A
Foundations of Organizational Citizenship Behavior: Reviews and Future Research Recommendations
The research on OCBs represents a large, increasingly growing, literature of several thousand articles. The presentations in this symposium review the definitional, conceptual, and methodological foundations of this research, identifying both limitations and potential avenues for future research in this domain, as well as providing practical recommendations.

Nathan P. Podsakoff, University of Arizona, Chair
Philip M. Podsakoff, Indiana University, Discussant
Nathan P. Podsakoff, University of Arizona, Elizabeth W. Morrison, New York University, Tomas M. Martinez, University of Arizona, OCB Role Perceptions: A Review and Future Research Recommendations
Sharon K. Parker, UWA Business School, Joseph A. Carpini, Concordia University, OCBs within a Broader Conceptualization of Work Performance
Christopher C. Rosen, University of Arkansas, Russell E. Johnson, Michigan State University, Chu-Hsiang Chang, Michigan State University, Liana Passantinio, Michigan State University, Eric J. Yochum, University of Arkansas, Practices for Measuring and Modeling OCBs: A Review and Recommendations
Submitter: Tomas M. Martinez, tomasmartinez@email.arizona.edu

20. Panel Discussion: 10:30AM-11:50PM 303 B
I-O Academic Career Options: Faculty at Teaching Intensive Institutions
The balance of teaching, research, and service varies across undergraduate, master’s, and doctoral level positions. I-O psychologists passionate about teaching might find a better fit in undergraduate or master’s level academic positions. The panelists will present information on the expectations in teaching-intensive programs. Audience participation is strongly encouraged.

Nancy J. Stone, Missouri University of Science & Technology, Chair
Janet L. Kottek, California State Univ - San Bernardino, Panelist
Elizabeth L. Shoenfelt, Western Kentucky University, Panelist
Allen I. Huffcutt, Bradley University, Panelist
Submitter: Nancy J. Stone, nstone@msu.edu

21. Symposium/Forum: 10:30AM-11:50PM 303 C
Your Attention Please! Measuring, Predicting, and Preventing Insufficient Effort Responding
Insufficient effort responding (IER), which occurs when research participants fail to carefully read questionnaire content, has recently attracted growing attention from industrial and organizational psychologists. The purpose of the current symposium is to present cutting-edge research on the measurement, prediction, and prevention of IER.

Nathan A. Bowling, Wright State University, Chair
Jason L. Huang, Michigan State University, Co-Chair
Michael R. Maniaci, Florida Atlantic University, Ronald D. Rogge, University of Rochester, Comparing Insufficient Effort Responding Across Recruitment Sources and Settings
Anthony Gibson, Wright State University, Nathan A. Bowling, Wright State University, The Effects of Questionnaire Length and Monetary Incentives on IER
M.K. Ward, North Carolina State University, Adam W. Meade, North Carolina State University, Preventing Careless Responding in Online Surveys Using Social Exchange Theory
Shan Ran, Wayne State University, Jason L. Huang, Michigan State University, Mengqiao Liu, Development Dimensions International (DDI), Denison Consulting, Negatively Worded Items in Surveys: Method Bias and Interventions
Paul G. Curran, APTMetrics, Inc., The Effects of Careless Response on Careless Responding Detection Metrics
Submitter: Nathan A. Bowling, nathan.bowling@wright.edu
Meta-analytic dominance analyses reveal the differential utility of variables capturing social exchange (SE). LMX best predicts job behaviors; affective commitment, trust, and organizational support best predict turnover intentions and satisfaction. Poor fit of a single factor meta-analytic measurement model supports that idea that SE variables should not be used interchangeably.
Rachel Amrhein, University of Illinois at Urbana-Champaign
Angela Lee, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign
Submitter: Rachel Amrhein, amrhein2@illinois.edu

23-2 Model Comparison of Job Satisfaction: Private and Public Academicians
The differences between Malaysian public or private academicians were examined. Perceived institutional support affects the overall job satisfaction and consequently turnover intention in both samples. Core self-evaluation and technological support affect the job satisfaction of public academicians whereas personal benefits and annual leave affects the job satisfaction for private academicians.
Alia Azalea, Universiti Tunku Abdul Rahman
Mei-Hua Lin, Sunway University
Submitter: Alia Azalea, aliazalea@yahoo.com

23-3 Am I Engaged? Differences Between Manager and Employee Engagement Perceptions
Self-reported employee engagement and manager perceptions of employee’s engagement were examined. Analysis revealed managers’ perceived engagement scores were positively related to OCB, task, and attendance performance whereas self-rated engagement was only related to OCB performance. Differences in perceptions suggests a need to directly measure engagement from the employee.
Christina M. Banister, IBM
Lauren H. Beechly, IBM
Sara P. Weiner, IBM
Submitter: Christina M. Banister, cbaniste@us.ibm.com

23-4 More Than the Job: Understanding Stress by Incorporating Personal Characteristics
This study helps clarify how 2 processes of the job demands-resources model (strain and motivational processes) interact. In particular, personal demands (personal characteristics that lead to burnout) are introduced as key drivers in this interaction. A 3-way moderated mediation tested this model.
Amy Bartels, Arizona State University
Suzanne J. Peterson, Arizona State University
Brooke Buckman, Florida International University
Submitter: Amy Bartels, amy.bartels2@asu.edu

23-5 Organizational Justice Adherence and Violation From the Actor’s Perspective
This work integrates 2 current organizational justice research streams: what drives justice actor decisions and whether justice adherence and violation are distinct. Supervisors completed surveys assessing adherence, violation, and potential antecedents of these behaviors. Results suggested adherence and violation are distinct and these variables are uniquely related to several antecedents.
Michael S. Beverage, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Sara K. Trane, Florida Institute of Technology
Submitter: Michael S. Beverage, mbeverage2011@my.fit.edu

23-6 Achievement Goals as Antecedents of Work Engagement
The role of personal and situational achievement goals as antecedents of work engagement were investigated. Across 2 samples of employees it was shown that especially the striving towards learning goals is associated with higher levels of vigor, dedication, and absorption at work. Furthermore, the progress towards goal attainment moderated this relationship.
Tanja Bipp, JMU Würzburg
Ad Kleingeld, Technische Universität Eindhoven
Submitter: Tanja Bipp, tanja.bipp@uni-wuerzburg.de

23-7 Does Calling Make You Happy?: Examining Mechanisms and Moderators.
This research investigates the mechanism of the relationship between calling and life satisfaction. As expected, psychological capital and work-to-family enrichment were mediators by which calling enhances life satisfaction. The relationship between calling and work-to-family enrichment was qualified by the strategies individuals use to manage boundaries between work and family.
Ye Een Choi, Yonsei University
Eunae Cho, Nanyang Technological University
Ha Jin Jung, Yonsei University
Young Woo Sohn, Yonsei University
Submitter: Yeeun Choi, yechoi424@gmail.com

23-8 Effects of Social Exclusion and Perceived Intentionality on Multiple-Goal Regulation
Research showed that social exclusion had different effects on self-regulated motivation on a team goal versus an individual goal, indirectly through team identification. Although team goal performance worsened over repeated social exclusion, individual goal performance improved. Also, these relationships were stronger when high intentionality attributions were made.
SinHui Chong, Michigan State University
Submitter: SinHui Chong, chongsins@msu.edu

23-9 The Role of Ambivalent Perceptions of Politics in Predicting OCB
This conceptual paper proposes that one of the reasons for the ambiguity surrounding the relationship between perceptions of organizational politics and OCB is that notwithstanding the ambivalent nature of political perceptions, only perceptions of negative politics have been measured in the politics – OCB literature.
Heather M. Clarke, Memorial University of Newfoundland
Submitter: Heather M. Clarke, v47hmc@mun.ca

23-10 Relating external and internal attachment orientations to organizational commitment
Attachment theory is increasingly recognized as theoretical framework in I-O research. This study examines external and internal attachment orientations as antecedents of organizational commitment. Results show that both levels contribute significantly and differentially in predicting commitment facets. Attachment theory offers new insights for organizations to derive effective retention management strategies.
Anna M. Engel, University of Osnabrueck
Tammo Straatmann, University of Osnabrueck
Olive Kohnke, SAP Deutschland AG & Co. KG
Submitter: Britta J. Seggewiss, b.j.seggewiss@gmx.de
23-11 Job Engagement, Performance Strategies, and Performance in Basic Training
This study examined relationships between soldier engagement, performance strategies, and task and contextual performance during basic training. Using longitudinal data, it was found that both goal setting and emotional control strategies partially mediated the positive relationship between engagement and the outcomes of physical training test scores and organizational citizenship behaviors.

Kristen S. Jennings, Clemson University
Thomas W. Britt, Clemson University
Amy Adler, Walter Reed Army Institute of Research
Becky Lane, RTI International
Submitter: Kristen S. Jennings, ksjenni@clemson.edu

23-12 Balancing Act: Employee Response to Ideological Contract Breach
Ideology-based psychological contracts (employees' beliefs about employer-employee obligations for social causes/values) are increasingly important for value-driven organizations and their employees. Through multiphase and multisource data, this paper demonstrates that employees' responses to ideological contract breach are buffered by economic and socioemotional rewards, thus highlighting the interdependencies among multiple work rewards.

Sung Soo Kim, University of Denver
Patricia F. Hewlin, McGill University
Christian Vandenberghe, HEC Montreal
Submitter: Sung Soo Kim, sungsoo.kim@du.edu

23-14 The Role of Resiliency During Career Transitions
Losing one's job is a stressful yet commonly experienced event. This study investigated the role of resiliency during the experience of job loss and the career transition process. Using time-lagged and multisource data, results highlighted the positive relations between resiliency and well-being and job search self-efficacy.

Matthew J. W. McLarnon, University of Western Ontario
Mitchell Rothstein, University of Western Ontario
Joseph Oswald, Knightsbridge Human Capital Solutions
Submitter: Matthew J. W. McLarnon, mmclarno@uwo.ca

23-15 Normative Commitment Orientation: A Mindset of Obligation
Normative commitment orientation (NCO) is a pervasive tendency to feel obligated to commit to new requests and stay committed until completion. In 3 studies, we develop and validate measure of 2 dimensions of NCO—staying and finishing—offering practical and theoretical contributions to the study of organizational commitment.

Alex Milam, University of Houston-Clear Lake
Cristina Rubino, California State University, Northridge
Sara J. Perry, Baylor University
Submitter: Sara J. Perry, Sara_Perry@baylor.edu

23-16 Suspicion of Electronic Performance Monitoring and Employee Outcomes
This study provides a nuanced examination of the relationship between suspicion of electronic performance monitoring and employee outcomes. Results suggest that computer screen acting mediates the relationship between suspicion of electronic performance monitoring and employee well-being and job satisfaction.

Megan B. Morris, Wright State University
Gary N. Burns, Wright State University
Submitter: Megan B. Morris, morris.156@wright.edu

23-17 Leaders' Learning and Avoid Goal Orientations Impact Engagement and Burnout
Burnout and work engagement are fundamentally tied to achievement motivation, yet little research considers the role achievement motivation traits in determining these outcomes. This study investigated the relationships among executive leaders' trait goal-orientations, self-efficacy, work engagement, and burnout. Leadership self-efficacy mediated the relationship between learning goal orientation and engagement.

Loren J. Naidoo, Baruch College & The Graduate Center, CUNY
Manuel F. Gonzalez, Baruch College & The Graduate Center, CUNY
Jeremy D. Rothstein, Baruch College & The Graduate Center, CUNY
Submitter: Loren J. Naidoo, loren.naidoo@baruch.cuny.edu

23-18 The Dual Impact of Diversity and Talent Management on Engagement
In a sample of over 300,000 employees, it was found that perceptions of diversity and inclusion practices mediate the relationship between the organization's talent management practices and employee engagement. In addition, controlling for gender, age, tenure, and race did not substantially impacted the results.

Long H. Nguyen, Roosevelt University
Christopher K. Adair, Aon Hewitt
Ken Oehler, Aon Hewitt
Submitter: Long H. Nguyen, lnguyen02@mail.roosevelt.edu

23-19 I Want To But I Can't: Frustrations Experienced By Job Crafters
Job connectedness, which is perceived as a stressful event by employees, and the moderating effect of job crafting were studied. Results of multilevel modeling from the experience sampling study suggested that individuals who craft at their jobs experience less psychological control over their work-life balance. Implications are discussed.

Rashimah Rajah, Koblenz University of Applied Sciences
Remus Ilies, National University of Singapore
Submitter: Rashimah Rajah, rajah@hs-koblenz.de

23-20 Contractors Versus Employees: Measurement Equivalence and Moderation of Job Satisfaction
Two gaps in the research literature on alternative workers were filled by this study. First, the measurement equivalence of a common job satisfaction scale was examined. Second, the moderating effect of occupation was explored. Both equivalence and moderation were supported by the data. Both research and practical implications are discussed.

Rina L. Rasch, Medtronic
Submitter: Rina L. Rasch, renarash@gmail.com

23-21 Workplace Fun: Effects on Employee Engagement
Employee attitudes toward fun significantly relate to climate of fun at work. Climate of fun is significantly and positively related to group level engagement and individually directed OCBs. Climate of fun was not significantly related to store performance. Results highlight the value in creating a climate of fun in retail settings.

Kyle J. Sandell, IBM-Kenexa
Steven G. Manning, Colorado State University
James W. Weston, Colorado State University
Kevin M. Walters, Colorado State University
Zinta S. Byrne, Colorado State University
Submitter: Steven G. Manning, steve.manning@colostate.edu

23-22 The Meta-Analytic Relationships Between Personality, Job Satisfaction, and Life Satisfaction
Meta-analytic correlations between commensurate personality scales and job satisfaction were examined. Personality accounts for up to 10% of the variance in job satisfaction, which in turn accounts for up to 14% of the variance in life satisfaction. Job satisfaction is helpful but not a necessity for a happy life.

Joseph A. Schmidt, University of Saskatchewan
Piers Steel, University of Calgary
Brenda Nguyen, University of Calgary
Submitter: Joseph A. Schmidt, jschmidt@edwards.usask.ca
23-23 Values, Value Congruence, and Employee Commitment: A Comparative Multitarget Study
This study compared the effects of values and value congruence on employee commitments to 3 targets: the organization, supervisor, and team. Results speak against clear congruence effects. Instead, employees' values and commitment targets' values differentially interacted to predict commitment, with patterns of associations depending on value content and commitment target.
Britta J. Seggewiss, University of Osnabrueck
Lea M. Boegemann, University of Osnabrueck
Tammo Straatzmann, University of Osnabrueck
Karsten Mueller, University of Osnabrueck
Submitter: Britta J. Seggewiss, bj.seggewiss@gmx.de

23-24 Psychological Need Fulfillment Associated With Exerting Extra Effort at Work
An organismic perspective is adopted and examines the fulfillment of fundamental psychological needs associated with exerting extra effort at work. Results indicate that employees exerted extra effort when experiencing greater self-esteem, autonomy, and competence. Such results complement and extend prior research on the importance of psychological needs.
Amanda S. Shaffer, University of Missouri, Columbia
Daniel B. Turban, University of Missouri
Kennon M. Sheldon, University of Missouri
Submitter: Amanda S. Shaffer, assz7b@mail.missouri.edu

23-25 Examining the Relationship Between Net Promoter Scores and Employee Attitudes
This study examined the validity of the single-item customer loyalty measure known as the net promoter score (NPS). Strong correlations were found between NPS and feelings of support, commitment, and the desire to help the organization. NPS was most closely associated with feelings of commitment.
Daniel B. Shore, George Mason University
Louise C. Buffardi, George Mason University
Carolyn J. Winslow, George Mason University
Submitter: Daniel B. Shore, danielshore86@gmail.com

23-26 The Relative Importance of Three Drivers of Employee Engagement
Three theorized antecedents to employee engagement are compared against one another to empirically test an established model of engagement. Using dominance analysis and relative weights analysis, job, leader, and person characteristics are evaluated based on their relative importance in predicting engagement levels. Practical and theoretical implications are discussed.
Samantha A. Stelman, Colorado State University
James W. Weston, Colorado State University
Steven G. Manning, Colorado State University
Kyla J. Holcombe, Colorado State University
Zinta S. Byrne, Colorado State University
Kyle J. Sandell, IBM-Kenexa
Submitter: Samantha A. Stelman, samanthastelman@gmail.com

23-27 Job Engagement Magnifies the Relationship Between Job Resources and Performance
This study examined the relationships among job engagement, job resources, and job performance among employees at a large medical device company. Job engagement magnified the relationship between job resources and sales performance, as highly engaged employees demonstrated high performance only when job resources were available.
Anton Sytine, Clemson University
Kristen S. Jennings, Clemson University
Kandice N. Goguen, Clemson University
Thomas W. Britt, Clemson University
Submitter: Anton Sytine, sytine.a@gmail.com

23-28 Importance of Work-Related Needs Between Job Crafting, Burnout and Engagement
This research aims to present more specific work-related needs in terms of employment quality and to understand how individual make sense of fit. The sample is composed of 1,500 workers, and results show that needs–supplies fit may be a multidimensional concept, and job crafting is an antecedent of needs–supplies fit.
Fabrice Travaglianti, University of Liège
Audrey Babin, University of Liège
Isabelle Hansez, University of Liège
Submitter: Fabrice Travaglianti, ftravaglianti@ulg.ac.be

23-29 Aggressive Humor and Work Outcome Relationships
This study empirically investigates how psychological safety influences the relationship between aggressive humor and workplace outcomes such as organizational commitment and turnover intentions. The results were positive, suggesting that psychological safety fully mediates the relationship between aggressive humor and work attitudes.
Amanda Varley, Case Western Reserve University
Phillip S. Thompson, Case Western Reserve University
Submitter: Amanda Varley, amv70@case.edu

23-31 Prediction Markets: Real-Time Feedback for Organizational Development Initiatives
This study introduces the prediction market as a complementary instrument to traditional employee attitude surveys to gather real-time feedback within organizations. Incorporating 6,239 employees, key performance indicators, normally measured by the employee survey, were predicted. The accuracy of predictions were evaluated by comparison with the outcomes of the employee survey.
Tim R. Wolf, SAP SE
Christian Liebig, SAP SE
Jan Schroeder, KENFORX GmbH
Joen Weigelt, KENFORX GmbH
Submitter: Tim R. Wolf, wolftim@gmx.de

23-32 Positive and Proactive: Relative Importance of Personality for Predicting Engagement
Prior research suggests that engagement can be improved by selecting applicants with particular personality traits. We conducted a meta-analytic test of the relative importance of many common personality traits that predict engagement. We found that employees who are proactive and high on positive affect tend to be the most engaged.
Henry R. Young, University of Central Florida
David R. Glerum, Jr., University of Central Florida
Wei Wang, University of Central Florida
Dana Joseph, University of Central Florida
Submitter: Henry R. Young, h3young@gmail.com
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Scott Brooks, Victoria Hendrickson  
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Dana Costar  
Saturday, 4/16 @ 8:30-10:00 am  
Room 207 C

**Death by a Thousand Items: Challenges from Survey Fatigue.**
Victoria Hendrickson  
Saturday, 4/16 @ 10:30am-12:30pm  
Room 303 D

**The Amazon Culture: Should it be Emulated or Denigrated?**
Jeffrey Saltzman, Walter Reichman  
Saturday, 4/16 @ 1:30-3:00 pm  
Room 206 A

**Mergers & Acquisitions: Impact of Integrating Organizational Cultures.**
Victoria Hendrickson, Dana Costar  
Saturday, 4/16 @ 1:30-3:00 pm  
Room 201 A

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31st Annual Conference  35
24-2 A Meta-Analytic Investigation of Customer Mistreatment, Performance, and CWB
This meta-analysis investigates the relationships between customer mistreatment of employees and those employees' performance and CWB. Results indicate that employees who generally experience customer mistreatment have poorer task performance ($r = -.11$) and are more likely to engage in both customer-directed CWB ($r = .25$) and organization-directed CWB ($r = .10$). Maryana Arvan, University of South Florida Rachel C. Dreibelbis, University of South Florida Paul E. Spector, University of South Florida
Submitter: Maryana Arvan, msheroiansan@mail.usf.edu

24-3 Deconstructing the Relationship Between Social Norms and Cyberloafing
Social norms are an established predictor of cyberloafing; yet no extant research has examined the incremental validity of different combinations of social norms variables. Social norms were deconstructed, and a number of interesting relationships with cyberloafing were found. The influence of actual social norms were also examined.
Kevin L. Askew, Montclair State University
Alexandra Ilie, Illinois State University
Jeremy A. Bauer, Valdosta State University
Dan Ispas, Illinois State University
Gates O. Helms, Montclair State University
Submitter: Kevin L. Askew, askewk@mail.montclair.edu

24-4 The Times They Are A Changin': Sexual Harassment in Cyberspace
This study looked into cross-culture and cross-gender perception across media of sexual harassment in workplace and found differences of perception between gender, culture (U.S. and China), and medium of communication (in-person and e-mail).
Qin Cai, Louisiana Tech University
Joel T. Nadler, Southern Illinois University Edwardsville
Submitter: Qin Cai, chieqincai@gmail.com

24-5 Observer Reactions to Workplace Mistreatment Events: A Qualitative Study
Seventy-five interviews were conducted with MBA students and working professionals to examine how observers react to workplace mistreatment. Results reveal observers react to mistreatment in 2 phases and that how targets reacted was an important trigger for observers to intervene.
Celia Chui, University of Lausanne
Submitter: Celia Chui, celia.chui@unil.ch

24-6 Taking Undue Credit or Blame for Another’s Work
A field study and a lab experiment investigated what influences individuals to take credit or blame for another’s work. People were equally likely to accept misattributed credit or blame but more likely to accept credit in the absence of their teammate. Neuroticism correlated with rejecting credit and blame.
Amy E. Crook, Belmont University
Michelle Martin-Raugh, Educational Testing Service
Submitter: Amy E. Crook, amy.crook@belmont.edu

24-7 Workplace Incivility and Recovery from Work: CSE as a Moderator
USDA Forest Service employees’ (N = 699) core self-evaluations (CSE) were examined as moderators of the relationship between coworker incivility and employee recovery from work (psychological detachment and insomnia symptoms). CSE did significantly moderate these associations, such that employees with higher CSE were less negatively affected by coworker incivility.
Caitlin A. Demskey, Oakland University
Charlotte Fritz, Portland State University
Anna Black, USDA Forest Service
Leslie B. Hammer, Oregon Health & Science University
Submitter: Caitlin A. Demskey, cadskey@oakland.edu

24-8 How Prevalent Is Workplace Discrimination? A Meta-Analytic Investigation
This study meta-analytically estimated the prevalence of workplace discrimination and the extent to which prevalence is affected by conceptual and measurement-related moderators. Results indicate the prevalence of workplace mistreatment is highest among minorities and military samples and when measures do not require respondents to label their experiences as discrimination.
Lindsay Y. Dhanani, University of Central Florida
Dana Joseph, University of Central Florida
Matthew L. LaPalme, University of Central Florida
Submitter: Lindsay Y. Dhanani, lydhanani@knights.ucf.edu

24-9 A Meta-Analysis of Abusive Supervision
This study sought to meta-analyze the relationships between abusive supervision and organizationally relevant outcomes. Results showed that abusive supervision is associated with reduced job attitudes, decreased task and contextual performance, and weakened health. Path analyses revealed that justice mediated the relationship between abusive supervision and job attitudes and behaviors.
Lindsay Y. Dhanani, University of Central Florida
Submitter: Lindsay Y. Dhanani, lydhanani@knights.ucf.edu

24-10 Prior On- and Off-Duty Deviance Predict Future Counterproductive Work Behaviors
Investigates the validity of prior off-duty and previous workplace deviance in predicting CWB. A 4-year prospective study among more than 4,000 law enforcement incumbents shows that the likelihood of CWB increases exponentially with increasing incidents of prior deviance. Implications for liability assessment and utility estimates of HR policies are illustrated.
Stephan Dilchert, Baruch College
Brittany K. Mercado, Graduate Center/CUNY, Baruch College
Deniz S. Ones, University of Minnesota
Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

24-11 Work–Family Conflict, Stress, and Social Undermining: Does Ethical Leadership Matter?
Drawing upon the conservation of resources theory, this study proposes that work–family conflict induces employee hindrance stress, which contributes to engagement in social undermining in the workplace. Using a moderated-mediated model, the study examines ethical leadership as a conditional moderator that affects the strength among the hypothesized relationships.
Gabi Eissa, University of Wisconsin-Eau Claire
Rebecca Wyland, University of Wisconsin-Eau Claire
Submitter: Gabi Eissa, eissagm@uwec.edu

24-12 Counterproductivity Among Nonpromoted Employees, and Intensity as a Moderator
Counterproductive work behaviors (CWB) are examined as an outcome of negative promotion decisions. Among 568 military officer training candidates, nonpromotion predicted externally reported incidents of CWB after 6 months ($r = .23$), and both overt and personality-based integrity measures were found to buffer this relationship.
Saul Fine, Midot, Ltd.
Judith Goldenberg, Behavioral Science Center, Israel Defense Forces
Yair Noam, Behavioral Science Center, Israel Defense Forces
Submitter: Saul Fine, fine.saul@gmail.com
24-13 Reliability of Counterproductive Work Behaviors Measures: A Meta-Analysis
A meta-analysis of interim reliabilities of broad and narrow CWB measures was conducted. CWB-I scales showed higher interim intercorrelations than CWB-O scales, such that fewer items are needed to reliably assess CWB-I. Although some specific CWB facets showed acceptable reliability, others (e.g., drug use) showed weak interim correlations.
Casey A. Giordano, University of Minnesota
Deniz S. Ones, University of Minnesota
Submitter: Casey A. Giordano, Giord023@umn.edu

24-14 A Meta-Analytic Examination of the Structure of Counterproductive Work Behaviors
A meta-analytic examination of the intercorrelations among Spector et al.'s (2006) CWB facets was conducted and modeled the higher-order structure of CWB. Although results supported the CWB-interpersonal and CWB-organizational factors from previous research, the relationship of specific facets to these factors was more complex than previously thought.
Casey A. Giordano, University of Minnesota
Deniz S. Ones, University of Minnesota
Brenton M. Wiernik, University of Minnesota
Submitter: Casey A. Giordano, Giord023@umn.edu

24-15 Overt and Covert Retaliation Against Abusive Supervision
This study expanded research on employee retaliation against abusive supervision by evaluating both overt and covert retaliatory behaviors and the different mechanisms behind these behaviors. Overt retaliation was fueled by feelings of hostility towards employees' supervisors, whereas covert retaliation was fueled by perceptions of interactional injustice.
Derek Hutchinson, University of South Florida
Paul E. Spector, University of South Florida
Submitter: Derek M. Hutchinson, Derekhutchi@gmail.com

24-16 A Cross-Level Model of Negative Gossipers at Work
How group diversity affects individual gossip behaviors and how the linkage is altered by resources given to the groups was examined. The results with field data indicated the mixed effects of informational (+) and social (-) diversities on gossip and the moderation of leaders’ human capital and organizational inducement.
Andrea Kim, Sungkyunkwan University
Jiseon Shin, Sungkyunkwan University
Youngsang Kim, The Chinese University of Hong Kong
Jinhie Moon, Sungkyunkwan University
Submitter: Andrea Kim, vivahr.andy@gmail.com

24-17 Introverts Maintain Creativity: A Resource Depletion Model of Gossip
This study examined the relationship between negative workplace gossip as perceived by employees and their creativity by focusing on the mediator of emotional exhaustion and moderator of extroversion. The survey results from 451 employee–supervisor dyads supported all the hypotheses.
Xiao-Yu Liu, University of International Business and Economics
Ho Kwong Kwan, Shanghai University of Finance and Economics
Xiaomeng Zhang, Cheung Kong Graduate School of Business
Submitter: Liu-Qin Yang, liuqinyang@pdx.edu

24-18 Organizational Citizenship Behavior Licenses Deviant Reactions to Abusive Supervision
The relationship between abusive supervision and subsequent subordinate deviance is moderated by the subordinate’s organizational citizenship behavior (OCB). Study 1 demonstrates that the abuse–deviance relationship is only significant when OCB is high, whereas Study 2 shows that this effect is strengthened in employees who tend to morally disengage.
Lindie H. Liang, University of Waterloo
Jared Valdron, University of Waterloo
Sarah Skyvington, Lee Hecht Harrison Knightsbridge
Douglas J. Brown, University of Waterloo
Lance Ferris, The Pennsylvania State University
Huiwen Lian, Hong Kong University of Science and Technology
Submitter: Lindie H. Liang, lindie.liang@gmail.com

24-19 Organizational- and Individual-Level Influences on Employee Cyberloafing
Employee cyberloafing continues to threaten organizations, yet the potential impact of organizational interventions aimed at reducing these behaviors remains unexamined. In a diverse sample, the influence of policies and monitoring on employee cyberloafing is demonstrated while the stronger influence of boredom, an often overlooked driver of counterproductivity, is highlighted.
Brittany K. Mercado, Graduate Center/CUNY, Baruch College
Stephan Dilchert, Zicklin School of Business, Baruch College
Submitter: Brittany K. Mercado, brittany.mercado@baruch.cuny.edu

24-20 Motivated for Bad: Preserving Resources Through Workplace Corruption
This research explores workplace corruption (bribery and property deviance) as a strategy to prevent the perceived loss of valued motivational resources (distributive and procedural justice, and sense of mastery). Results partially validate the hypotheses but suggest that the nature of corruption relates to the type of resources felt threatened.
Jean P. Neveu, UPPEA University in Bayonne, France
Benjamin Kakavand, University of Montpellier, France
Submitter: Jean P. Neveu, jp.neveu@univ-pau.fr

24-21 Perceived Support and Overqualification as Related to Discretionary Behaviors
A total of 294 participants were surveyed to determine how perceived overqualification (POQ) related to the 2 dimensions of counterproductive work behaviors (CWB), as well as whether perceived organizational support (POS) moderated this relationship. Results indicated that there was a significant positive relationship between POQ and CWB-O (r = .18).
Nivedita Prabhu, Louisiana Tech University
Steven R. Toaddy, Louisiana Tech University
Submitter: Nivedita Prabhu, npr005@latech.edu

24-22 Detecting Who Is Going to Cause Problems
An online instrument predicting counterproductive work behaviors is introduced, based on the notion that behavior is best predicted by considering the person, situation, and interaction between both (Mischel & Shoda, 1995). It shows good psychometric properties (Cronbach’s alpha between .71 and .90, correlations with interview results between .39 and .77).
Achim Preuss, cut-e Group
Katharina Lochner, cut-e Group
Submitter: Katharina Lochner, katharina.lochner@cut-e.com

24-23 Counterproductive Work Behavior’s Slippery Slope: Subordinates’ Reactions to Supervisor CWB-O
Twenty-one participants were interviewed about observing their supervisors using their CWB-Os. Participants indicated a range of emotional, cognitive, and behavioral reactions as a result of their supervisor engaging in these undesirable behaviors; many reactions were negatively valenced. Findings show that consequences of CWB-Os may be more widespread than previously accounted for.
Clair A. Reynolds Kueny, Saint Louis University
Kaillyn R. Erb, Saint Louis University
Mindu K. Shoss, University of Central Florida
Lucille S. Headrick, University of Illinois at Urbana-Champaign
Submitter: Clair A. Reynolds Kueny, creyno15@slu.edu

24-24 The Dark Triad and Social Behavior: The Influence of Culture
This study examines the effects of the Dark Triad, self-construal, and power distance on interpersonal CWBs and interpersonal skills with samples from the U.S. and the Philippines. Psychopathy was shown to positively affect CWBs and negatively affect interpersonal skills, and these relationships were made stronger by increasing power distance.
Stephan A. Robertson, Clemson University
Alice M. Brawley, Clemson University
Cynthia L.S. Purdy, Clemson University
Jesus Datu, University of Hong Kong
Nino J. Mateo, De La Salle University-Manila
Submitter: Stephen A. Robertson, sarober@clemson.edu
24-25 Measurement of Workplace Aggression: Evaluation of Intent to Harm
One major aspect distinguishing workplace aggression and counter-productive work behavior (CWB) is intent to harm others; aggression contains this while CWB does not. The degree intent is reflected in aggression items in a U.S. sample is evaluated, and most aggression scales do not sufficiently address intent to harm.
Oren R. Shewach, University of Minnesota
Paul R. Sackett, University of Minnesota
Submitter: Oren R. Shewach, ors10@albion.edu

24-26 Cross-Level Moderation Effects on the Customer–Employee Incivility Relationship
This paper explores the daily customer–employee incivility spiral relationship based on the theoretical foundations of a stressor-strain model and target similarity effect. Findings indicate that 2 individual-level moderators, namely problem-solving core self-evaluation, respectively moderate the within-persona level relationship between customer and employee incivility.
Young Ho Song, McGill University
Jungkyu Park, McGill University
Submitter: Young Ho Song, youngho.song@mail.mcgill.ca

24-27 Effects of Physical Fitness and Personality on Counterproductive Work Behaviors
The interactive effects among physical fitness, integrity and agreeableness on counterproductive work behaviors (CWB) are examined. Using a large military sample, results showed that physical fitness was negatively related to CWB. Additionally, the relationship between physical fitness and CWB was the strongest for people of low integrity–low agreeableness.
Kenneth Tai, Singapore Management University
Sandy Lim, National University of Singapore
Yew Kwan Tong, National University of Singapore
Richard D. Arvey, National University of Singapore
Submitter: Kenneth Tai, vamp.25@gmail.com

24-28 Panacea After All? Moderating Role of Mindfulness on Incivility Outcomes
This study explored the buffering role of mindfulness in the relationship between workplace incivility and negative outcomes. Employee responses showed that, contrary to predictions, the relationship between incivility and negative outcomes was attenuated when individuals reported higher levels of mindfulness. Possible explanations are discussed.
Rima Tarraf, University of Western Ontario
Joan E. Finegan, University of Western Ontario
Submitter: Rima Tarraf, rima.tarraf@gmail.com

24-29 Leader Personality Traits and Subordinates' Perceptions of Destructive Leadership
This study examined relations among leader personality traits and perceptions of destructive leadership. Low- and high-agreeableness leaders tended to be rated as more destructive. Interestingly, both low and high levels of emotional stability were associated with lower interpersonal harshness ratings. Narcissism, extraversion, openness, and conscientiousness were not related to destructive leadership.
Courtney Williams Ollis, North Carolina State University
S. Bart Craig, North Carolina State University
Submitter: Courtney Williams Ollis, courtney_williams@ncsu.edu

24-30 Team Mindfulness Safeguards Teams Against Negative Interpersonal Processes in Teams
Three multisource, time-lagged studies using different samples introduce team mindfulness, detail its measurement, and examine its role as a safeguard against negative interpersonal processes in teams. Results suggest team mindfulness can safeguard against conflict transformation from team task conflict to team relationship conflict and individual social undermining.
Lingtao Yu, University of Minnesota
Mary Zellmer-Bruhn, University of Minnesota
Submitter: Lingtao Yu, yuxxx606@umn.edu

24-31 A Whiplash Effect? Attributions Determine Reactions to Abusive Supervision
Invoking attributions, emotions, and abusive supervision literature, this study examined how perceived supervisor motives (injury initiation or performance promotion) play a role in shaping abused subordinate’s emotional (anger or guilt) and behavioral reactions (deviance and citizenship behaviors), with a combination of a multisource, time-lagged field study and an experiment.
Lingtao Yu, University of Minnesota
Michelle K. Duffy, University of Minnesota
Submitter: Lingtao Yu, yuxxx606@umn.edu

25. Community of Interest: 12:00PM-12:50PM
Identifying High Potentials in Organizations
Allan H. Church, PepsiCo, Host
Rob F. Sitzer, HR Assessment & Development/Baruch, Graduate Center CUNY, Host
Christine E. Corbet, Right Management, Coordinator

26. Symposium/Forum: 12:00PM-1:20PM
Break It Up! A New Focus in Work Recovery
Breaks represent an important form of recovery that have received limited empirical attention. Using a variety of methodologies (daily diaries, hourly assessments, experiments, interventions), this symposium examines why some breaks are better at improving employee energy, engagement, and well-being.
Allison S. Gabriel, University of Arizona, Co-Chair
Andrew A. Bennett, University of Alabama, Co-Chair
Sabine Sonntag, University of Mannheim, Discussant
Hannes Zacher, Queensland University of Technology, Stacey L. Parker, The University of Queensland, Jessica de Bloom, University of Tampere, Daily Use of Energy Management Strategies and Occupational Well-Being
Tim Vahle-Hinz, University of Hamburg, Christine Syrek, Trier University, Jana Kühnlen, University of Ulm, Jessica de Bloom, University of Tampere, Recovery and Social Media Use: Gaining or Draining Personal Resources?
Jessica de Bloom, University of Tampere, Marjaana Sianoja, University of Tampere, Ulla Kinnunen, University of Tampere, Kalevi Korpela, University of Tampere, Martti Tuomisto, University of Tampere, Sabine Geurts, Radboud University Nijmegen, Recovering Effects of Walks and Relaxation: A Randomized Controlled Trial
Andrew A. Bennett, University of Alabama, Allison S. Gabriel, University of Arizona, Replenishing Energy During Work Breaks? An Experimental Test of Recovery
Submitter: Allison S. Gabriel, asgabriel@email.arizona.edu

27. Symposium/Forum: 12:00PM-1:20PM
Overcoming Talent Challenges in Emerging Markets
Expansion into emerging markets brings on unique and acute talent-related challenges to multinational organization. Presenters in this symposium will highlight the challenges that their organizations are facing in emerging markets, how they are addressing them and the lessons learned.
Marianella Battista, XL Group, Chair
Lilia Hayrapetyan, XL Catlin, Co-Chair
Hennie J. Kriek, TTS-Top Talent Solutions/University of South Africa, Discussant
Mario Peniche, Merck, Lynn Collins, BTS, Erika Reckert, BTS, Accelerating the Development of Latin American Leaders
Arnold Dhanesar, MetLife, Building a Global Leadership pipeline focusing on Emerging Markets:
Craig D. Haas, cut-e USA, Selection in Emerging Markets
Submitter: Mariangela Battista, battistam@optonline.net

28. Alternative Session Type: 12:00PM-1:20PM
Redefining State-of-the-Art: High-Fidelity Simulations Best Practices
Simulations are one of the most robust assessment methodologies available. Industry leaders on this IGNITE-panel hybrid will share, compare, and synthesize the best practices that have emerged from their state-of-the-art research and practice. Discussion will focus on anecdotal and empirical evidence in developing, implementing, and evaluating high-fidelity simulations.
Eleni V. Lovenb, Aon Hewitt, Co-Chair
Bharati B. Belwalkar, Louisiana Tech University, Co-Chair
Amie D. Lawrence, Select International, Inc., Presenter
IGNITE Debate: Should We Trust or Avoid Online Submitter: Tara S. Behrend, behrend@gwu.edu Discussant Xiaoyuan (Susan) Zhu, University of Connecticut, Presenter Nicolas Roulin, University of Manitoba, Presenter Shan Ran, Wayne State University, Presenter Alyssa K. McGonagle, Wayne State University, Richard N. Landers, Old Dominion University, Presenter Peter D. Harms, University of Alabama, Presenter Gwenith G. Fisher, Colorado State University, Richard N. Landers, Old Dominion University, Audience participation is encouraged.

include validity, verifiability, accessibility, speed, and response quality. (e.g., online panels, Amazon Mechanical Turk) will engage in an

Nine scholars with varying perspectives about convenience sampling will discuss advantages and disadvantages for using CAT and forced choice methods for assessing personality. Topics will include psychometric characteristics and potential problems associated with CAT.

Deborah L. Whetzel, Human Resources Research Organization (HumRRO), Chair Nathan T. Carter, University of Georgia, Discussant William L. Farmer, U.S. Food and Drug Administration, Panelist Alan D. Mead, Talent Algorithms Inc, Panelist Stephen Stark, University of South Florida, Panelist Submitter: Deborah L. Whetzel, dwhetzel@humrro.org

You Can Train That? Empirical Support for Novel Training Content The symposium focus is on the development and/or effectiveness of novel training content –emotional intelligence, organizational agility, mindfulness, and language and culture. Participants will address their specific research questions, and reflect briefly on how the Science of Training has and can inform future research on the content area.

Kurt Kraiger, Colorado State University, Chair Kenneth G. Brown, University of Iowa, Discussant Victoria P. Mattingly, Colorado State University, Hannah Huntington, Colorado State University, A Meta-Analytical Investigation: Can Emotional Intelligence Be Trained? Natalie E. Woloshon, TRACOM Group, What Is Organizational Agility and How Is It Fostered?

Lillian T. Eby, University of Georgia, Tammy D. Allen, University of South Florida, Kate M. Conley, University of Georgia, Rachel L. Williamson, University of Georgia, Victor S. Mancini, University of South Florida, Melissa E. Mitchell, University of Georgia, Mindfulness-Based Training in Organizations: A Qualitative Review Eric A. Surface, ALPS Solutions, Reanna P. Haman, ALPS Solutions, Applying a Training Systems Perspective to Language and Culture Learning Submitter: Kurt Kraiger, kurt.kraiger@colostate.edu

IGNITE Debate: Should We Trust or Avoid Online Convenience Samples? Nine scholars with varying perspectives about convenience sampling (e.g., online panels, Amazon Mechanical Turk) will engage in an IGNITE-style debate on their use and misuse for research; topics will include validity, verifiability, accessibility, speed, and response quality. Audience participation is encouraged.

Richard N. Landers, Old Dominion University, Chair Gwenith G. Fisher, Colorado State University, Presenter Peter D. Harms, University of Alabama, Presenter Richard N. Landers, Old Dominion University, Presenter Alyssa K. McGonagle, Wayne State University, Presenter Shan Ran, Wayne State University, Presenter Nicolas Roulin, University of Manitoba, Presenter Meghan A. Thornton, University of Texas at San Antonio, Presenter Xiaoyuan (Susan) Zhu, University of Connecticut, Presenter Scott Highhouse, Bowling Green State University, Discussant Submitter: Tara S. Behrend, behrend@gwu.edu

The Trouble With Subtle: Boundary Conditions of Subtle Discrimination Outcomes Research has shown subtle discrimination is pervasive in contemporary organizations and negatively affects employees and meaningful organizational outcomes. In light of its consequential nature, this symposium explores the boundary conditions of subtle discrimination across a variety of target groups, settings, organizational processes, and outcomes.

Kristen P. Jones, Washington State University, Chair Natalya M. Alonso, University of British Columbia, Jennifer L. Wessel, University of Maryland, Brent J. Lyons, Simon Fraser University, Sabrina D. Volpone, University of New Mexico, Disclosing Concealable Disabilities: Effects of Origin and Strategy Type

Jasmine L. Wheeler, University of Maryland, Joshua Jackson, University of Maryland, College Park, Brandon Crosby, University of Maryland, Michele J. Gelfand, University of Maryland, Race and Anger in Negotiations

Kristen P. Jones, Washington State University, Isaac E. Sabat, George Mason University, Alex P. Lindsey, George Mason University, Afra S. Ahmad, George Mason University, RicharD F. Arena, Washington State University, Killing Me Softly: How Subtle Discrimination Pushes Minority Women Out

David F. Arena, Washington State University, Kristen P. Jones, Washington State University, Eden B. King, George Mason University, Isaac E. Sabat, George Mason University, The Effect of Observing Subtle Discrimination on Bystander Creativity

Christine L. Nittrouer, Rice University, Michelle (Mikki) Hebl, Rice University, Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, Lacking a Voice: Bias Against Women as Academic Speakers Submitter: Kristen P. Jones, kris ten.jones@wsu.edu
36. Panel Discussion: 12:00PM-1:20PM 205 B
Bridging the Gap: Challenges of Leadership in Healthcare
Understanding the compelling views of scientists and practitioners regarding leadership in healthcare is the first step in understanding key factors related to the improvement and development of leadership within healthcare settings. This panel aims to bridge the gap between academicians and practitioners to further leadership development in healthcare.

Marissa L. Shuffler, Clemson University, Chair
Dana C. Verhoeven, Clemson University, Co-Chair
Nastassia M. Savage, Clemson University, Co-Chair
Kristin L. Cullen-Lester, Center for Creative Leadership, Panelist
Deborah DiazGranados, Virginia Commonwealth University, Panelist
Roni Reiter-Palmon, University of Nebraska-Omaha, Panelist
Michael A. Rosen, Johns Hopkins University School of Medicine, Panelist
Sharon Wilson, Greenville Health System, Panelist
Submitter: Dana C. Verhoeven, verhoevendana@gmail.com

37. Symposium/Forum: 12:00PM-1:20PM 206 A
Novel Ways to Understand and Assess Teamwork
New technologies are raising the complexity of teamwork but also offering new opportunities to understand the development and functioning of teams. This symposium explores new perspectives, new methods, and new analytics that can be fruitfully applied to digital data on teams.

Noshir Contractor, Northwestern University, Chair
Gabriel K. Plummer, Georgia Institute of Technology, Co-Chair
Steve W. J. Kozlowski, Michigan State University, Chu-Hsiang Chang, Michigan State University, Samantha K. Bard, Michigan State University, Subir Biswas, Michigan State University, Capturing Real-Time Team Process Dynamics
Kathrina Robotham, Georgia State University, Zachary Gibson, Georgia Institute of Technology, Dorothy P. Carter, University of Georgia, Ruth Kanfer, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, Origins of Synchrony Emergence in Teams
Tripp Driskell, Florida Maxima Corporation, Eduardo Salas, Rice University, James Driskell, Florida Maxima Corporation, Assessment of Team Functioning Via Lexical Analysis of Team Communications
William S. Kramer, Clemson University, Marissa L. Shuffler, Clemson University, Michelle Flynn, Clemson University, C. Shawn Burke, University of Central Florida, Listen to Me! Vocal Intensity as a Team Leadership Metric
Gabriel K. Plummer, Georgia Institute of Technology, GaHyun Jeon, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, Noshir Contractor, Northwestern University, Harmful Effects of Team External Activity on Team Cognition
Submitter: Gabriel K. Plummer, gabrielplummer@gmail.com

38. Alternative Session Type: 12:00PM-1:20PM 207 A
Dos and Don'ts of Graduate School: Surviving and Thriving 2.0
Building on last year’s popular session, a diverse panel of 10 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
Cristina Rubino, California State University, Northridge, Presenter
Emily M. Hunter, Baylor University, Presenter
Alex Millam, University of Houston-Clear Lake, Presenter
Kori Caillson, University of Alaska-Anchorage, Presenter
Kathryn E. Keeton, Minerva, Presenter
Chester Harney, Berkeley Research Group, LLC, Presenter
Ari A. Malka, University of California, Northridge, Presenter
Robert W. Stewart, PDRI, a CEB Company, Presenter
David F. Dubin, Psychological ARTS, Presenter
Submitter: Sara J. Perry, Sara_Perry@baylor.edu

39. Symposium/Forum: 12:00PM-1:20PM 207 B
Turnover Research and Practice: Advancements in Methods, Measurement, and Analysis
This symposium assembles research from various viewpoints that all attempt to push the boundary of the turnover field in methods, measurement, or analysis. Presenters will describe and discuss results from turnover studies that apply the latest advances to explain and predict turnover phenomena in a variety of settings.

Allison N. Tenbrink, Select International, Chair
Justin D. Purl, Human Resources Research Organization (HumRRO), Co-Chair
Allison N. Tenbrink, Select International, Shocks and Satisfaction Predicting Turnover in a Laboratory Setting
Kathleen E. Hall, Ohio University, Justin D. Purl, Human Resources Research Organization (HumRRO), Rodger W. Griffith, Ohio University, Cassandra E. Colton, Ohio University, Employee Shocks and Events in Turnover: A Diagnostic Approach
Peter W. Hom, Arizona State University, Amanda Christensen, University of Cincinnati, Luiz Mesquita, Arizona State University, Jungmin J. Seo, Arizona State University, Danni Wang, Arizona State University, Human Resource Management Systems Decreasing Collective Turnover
Matthew C. Reeder, Human Resources Research Organization (HumRRO), Justin D. Purl, Human Resources Research Organization (HumRRO), Michael G. Hughes, Human Resources Research Organization (HumRRO), Heather M. Wolters, U.S. Army Research Institute for the BSS, Cristina D. Kirkendall, U.S. Army Research Institute for the BSS, Cognitive and Noncognitive Antecedents of Turnover: A Multidimensional, Longitudinal Approach
Michael G. Anderson, Principal Financial Group, Erin A. Smith, Human Resources Research Organization (HumRRO), Predicting Voluntary Turnover From Engagement Data
Rodney A. McCloy, Human Resources Research Organization (HumRRO), Erin A. Smith, Human Resources Research Organization (HumRRO), Michael G. Anderson, Principal Financial Group, Predicting Voluntary Turnover From Engagement Data
Submitter: Allison N. Tenbrink, atenbrink@selectintl.com

40. Panel Discussion: 12:00PM-1:20PM 207 C
20 Years of Innovation in 360° Feedback: Evolution or Devolution? In the last 20 years, the field of 360 feedback has taken many twists and turns. Some say these include revolutionary innovations, others that these new practices are questionable or even destructive. A panel of seasoned experts will provide perspectives and debate the utility of these innovations.

Dale S. Rose, 3D Group, Co-Chair
David W. Bracken, DWH Bracken & Associates, Co-Chair
Michael A. Campion, Purdue University, Panelist
David Futrell, Walmart, Panelist
Manuel London, SUNY-Stony Brook, Panelist
Kenneth M. Nowack, Envisia Learning, Panelist
Janine Waclawski, Pepsico, Panelist
Submitter: Dale S. Rose, drose@3dgroup.net

41. Symposium/Forum: 12:00PM-1:20PM 207 D
Advances in Understanding and Managing Workplace Conflict
Understanding and managing conflict in the workplace are constant sources of concern for scholars and practitioners. This symposium seeks to broaden current knowledge of conflict research by bringing together scholars that examine conflict through a variety of perspectives, including networks, power/hierarchy, individual differences, temporal conflict, and conflict expressions.

Emma Y. Zhao, University of Melbourne, Co-Chair
Lindred L. Greer, Stanford University, Co-Chair
Ruchi Sinha, University of South Australia, Co-Chair
Ruchi Sinha, University of South Australia, Lindred L. Greer, Stanford University, Amit K. Nandkeolyar, Indian School of Business, Pattern of Dyadic Process Conflict Ties in Teams
Emma Y. Zhao, University of Melbourne, Karen A. Jehn, University of Melbourne, Exploring Effects of Supervisor Entitlement on Conflict Type Asymmetry
Martin C. Euwema, Leuven University, Katrina Bollen, University of Maastricht, Hierarchy and Perceived Power in Workplace Mediation
Kristin Behfar, University of Virginia, Yeonjeong Kim, Carnegie Mellon University, Laurie Weingar, Carnegie Mellon University, Corinne Bendersky, UCLA Anderson School of Management, Julia Bear, Stony Brook University, Gergana Todorova, University of Miami, Karen A. Jehn, University of Melbourne, Development and Validation of the DICE Scale
Submitter: Emma Y. Zhao, e.zhao@mbs.edu
42. Symposium/Forum: 12:00PM-1:20PM  
Workplace Safety Research: What Is Next?

This symposium brings together novel work on antecedents and consequences of safety behavior, injuries, and underreporting, adopting unique approaches including big data, cross-cultural data collections, testing contextual models, and treating accidents as an antecedent rather than an outcome. Important future directions in the area of occupational safety are identified.

Berrin Erdogan, Portland State University, Chair  
Laura Fruhren, University of Western Australia, Daniela M. Andrei, University of Western Australia, Mark Griffin, University of Western Australia, Approach and Avoidance Motivation Predicting Safe Behavior  
Krista Brockwood, Oregon Health & Science University, Leslie B. Hamer, Oregon Health & Science University, Kathleen F. Carlson, HS&RD Center to Improve Veteran Involvement in Care (CIVIC), Service-Related Factors Associated With Injury Among Post-9/11 Veterans  
Berrin Erdogan, Portland State University, Adnan Ozyilmaz, Mustafa Kemal University, Talya N. Bauer, Portland State University, Onur Emre, Yalova University, Accidents Happen: A Learned Helplessness-Based Examination of Accident Involvement  
Submitter: Berrin Erdogan, bernine@pdx.edu

43. Panel Discussion: 12:00PM-1:20PM  
Successful Strategic Research Partnerships: Best Practices and Lessons Learned  
This session will present practical guidance to form, manage, and sustain strategic research partnerships, covering academic–practitioner collaborations and partnerships between organizations/ agencies. Topics include establishing partnerships, setting expectations, challenges, disseminating information, and overall best practices/tips. Practitioners and academics interested in collaborative efforts are encouraged to attend.

Jennifer L. Geimer, CEB, Chair  
Matthew T. Allen, U.S. Department of Defense, Panelist  
Alexander Alonzo, Society for Human Resource Management, Panelist  
Robert E. Gibby, IBM, Panelist  
Sara Lambert Gutierrez, CEB, Panelist  
Rodney A. McCoy, HumRRO, Panelist  
Submitter: Jennifer L. Geimer, jennifer.geimer@cebglobal.com

44. Panel Discussion: 12:00PM-1:20PM  
Creating U.S. Local I-O Communities: Tales From the Trenches  
This session will present practical approaches and lessons learned for establishing local I-O groups in the U.S. from those who have done it. Panelist will discuss successes, failures, and recommendations based on experience in building and maintaining local I-O groups. Questions from the audience will also be encouraged.

Anna R. Erickson, CEB, Chair  
Therese Macan, University of Missouri-St Louis, Panelist  
Clyde C. Mayo, Management & Personnel Systems, Panelist  
Ronald C. Page, Assessment Associates International, Panelist  
Terri Shapiro, Hofstra University, Panelist  
Virginia Bryant Whelan, Whelan & Associates, LLC, Panelist  
Submitter: Anna R. Erickson, anna.erickson@shl.com

45. Symposium/Forum: 12:00PM-1:20PM  
Emotion Regulation at Work: Expanding Our Impact  
Managing emotions at work is associated with exhaustion and service performance. Five papers provide impactful contributions to theory and practice by expanding (a) breadth of emotion regulation strategies assessed; (b) outcomes to behavioral helping, alcohol use, and debt repayment; and (c) beyond typical research methods.

Alicia A. Grandey, Pennsylvania State University, Chair  
Jason Dahling, The College of New Jersey, Gianfranco Walsh, Friedrich Schiller University of Jena, Mario Schaar, University of Koblenz-Landau, Simon Brach, Friedrich Schiller University of Jena, Twice as Nice?: Surface Acting Among Dual Job Holders  
James M. Dieffenbord, University of Akron, Allison S. Gabriel, University of Arizona, Megan T. Nolan, The University of Akron, Joxia Yang, City University of Hong Kong, Spontaneous Event-Level Emotion Regulation Profiles and Well-Being  
Daniel J. Beal, Virginia Tech, John P. Trougakos, University of Toronto, Ivona Hideg, Wilfrid Laurier University, Affective and Regulatory Consequences of Helping and Feeling Helpful  
Alicia A. Grandey, Pennsylvania State University, Michael R. Frone, State University of New York at Buffalo, Robert C. Melloy, Pennsylvania State University, Gordon M. Sayre, Pennsylvania State University, Faking and Drinking: Emotional Labor and Dysregulated Alcohol Consumption  
Nai-Wen Chi, National Sun Yat-sen University, Taiwan, Li Long, Bank of Guangzhou, Bill Collectors’ Positive and Negative Emotional Labor on Debt Repayment  
Submitter: Alicia A. Grandey, aagp@psu.edu

46. Poster Session: 1:00PM-1:50PM  
Ballroom A-E Groups/Teams  
46-1 Better Understanding Team Conflict: A New Measure of Task Conflict  
The most widely used measure of intrateam conflict may present respondents with items that do not permit them to adequately distinguish between task and relationship conflict. This study describes the development and initial tests of a new measure of intrateam task conflict.

Jacqueline Z. Bergman, Appalachian State University  
Ryan M. Gillespie, Appalachian State University  
Submitter: Jacqueline Z. Bergman, bergmanjz@appstate.edu

46-2 Advancing Teamwork Through Value Stream Mapping  
This study complements value stream mapping, part of business process reengineering with team task analysis, team-based methodology in industrial psychology to show how business processes can be improved by learning from these 2 distinct (but related) fields.

Alok Bhusapatkar, C3 Technologies, Inc.  
Andres Romualdo, IMPAQ International  
Submitter: Alok Bhusapatkar, alokbhusapatkar@gmail.com

46-3 Trust, Collective Regulatory Focus, and Performance in Ongoing Teams  
This research examines collective regulatory focus as a mechanism linking intrateam trust and team performance. Intrateam trust facilitates both collective promotion and prevention focus, but only collective promotion focus mediates the trust–performance relationship. Also, teams with greater autonomy are able to reap more benefits of trust.

Cecily D. Cooper, University of Miami  
Dejun Tony Kong, University of Houston  
Shannon G. Taylor, University of Central Florida  
Craig D. Crossley, University of Central Florida  
Submitter: Cecily D. Cooper, cecily@miami.edu

46-4 Development of Trust in Virtual Teams Through Latent Growth Modeling  
This study examined the development of trust (both affective and cognitive) in virtual teams. Latent growth curve analysis revealed both trust types started at a significant level with individual differences at that initial level. Cognitive trust followed a linear pattern whereas affective trust was overall nonlinear, but became linear once established.

Michael D. Coovett, University of South Florida  
Evgeniya E. Pavlova Miller, State Farm  
Winston R. Bennett, Jr., Training Research Laboratory  
Jaclyn Martin, University of South Florida  
Submitter: Jaclyn Martin, jmartin85@mail.usf.edu

46-5 The Four Rs of Team Adaptation: A Heuristic  
This study synthesized previous models of team adaptation to propose a team adaptation heuristic. It is suggested that adaptation involves...
phases of recognizing, reframing, responding, and reflecting, and this framework applies to stable and changing teams. This heuristic will help managers and teams identify phases needing improvement to enhance each team’s adaptation process.

Sarah E. Frick, University of South Florida  
Keaton A. Fletcher, University of South Florida  
P. Scott Ramsay, University of South Florida  
Wendy L. Bedwell, University of South Florida  

Submitter: Sarah E. Frick, sfrick@mail.usf.edu

46-6 Laugh It Up!: Positive Effects of Humor in Meetings  
This study’s purpose was to investigate the positive effects of humor on meeting satisfaction as moderated by impression management. Using an online survey, humor in meetings is found to positively related to meeting satisfaction. Impression management moderated this relationship such that lower impression management led to a higher meeting satisfaction.

Jessa Gaspers, University of Nebraska at Omaha  
John D. Crowe, University of Nebraska at Omaha  
Michael A. Yoeger, University of Nebraska at Omaha  
Joseph A. Allen, University of Nebraska at Omaha  

Submitter: John D. Crowe, john.david.crowe@gmail.com

46-7 Narcissists Loaf Because They Don’t Feel Seen By Their Teammates  
This online study investigated the role of task visibility in the relationship between narcissism and social loafing in 97 US MTurkers who were currently part of different project teams. Research found a mediation effect of task visibility suggesting that narcissists loaf more because they feel less visible in team work.

Kira Graf, University of Hamburg, Hamburg  
Gabriele Oettingen, New York University  

Submitter: Kira Graf, kirayvonnegraf@gmail.com

46-8 Enhancing the Measurement of Team Cohesion: Insights from Meta-Analysis  
To address inconsistency in the cohesion literature, we used meta-analysis to explore relative predictive validities of various measurement approaches by examining them as potential moderators of the cohesion-performance relationship. Results provide insight about which approaches are best, thus can guide future efforts and facilitate convergence toward more consistent measurement practices.

Rebecca Grossman, Hofstra University  
Kevin Nolan, Hofstra University  
Zachary I. Rosch, Hofstra University  
David M. Mazer, Hofstra University  
Eduardo Salas, Rice University  

Submitter: Rebecca Grossman, rebecca.grossman@hofstra.edu

46-9 Family Faultlines Toward Work–Life Balance: A Longitudinal Study  
Research tests a new faultline concept based on group diversity founded on family attributes. Using a longitudinal study of 41 workgroups, it is found that family faultlines were positively related to changes in work–life balance. The highest positive changes in work–life balance were with strong faultline groups with high justice.

Jarrod Haar, Massey University  
Chester S. Spell, Rutgers University  
Katerina Bezrukova, Santa Clara University  

Submitter: Chester S. Spell, chester.spell@rutgers.edu

46-10 Team Member Personality Composition and Shared Leadership in Virtual Teams  
This study examined the role of proactivity and internal locus of control as antecedents of shared leadership and virtual team performance. Results from a field study of virtual teams demonstrated that team member personality composition directly related to shared leadership and indirectly related to team performance.

Julia E. Hoch, California State University Northridge  
James H. Dulebohn, Michigan State University  

Submitter: Julia E. Hoch, julia.hoch@csun.edu

46-11 Team Personality Composition and Process Effectiveness: A Closer Look  
Past research has not examined the relationship between narrow team personality composition and specific team processes. This study addresses this issue using 58 groups from a midwestern university by examining the direct and indirect effects between narrow personality traits, transition processes, and team effectiveness relationship.

Alexandra Jacobsen, Central Michigan University  
Matthew S. Prewett, Central Michigan University  

Submitter: Alexandra Jacobsen, ajacobsen14099998@hotmail.com

46-12 The Dark Side of Team Boundary Spanning  
Research proposes a theoretical model about how boundary spanning behavior of one team would affect other teams’ negative perceptions of the team, which in turn could influence other teams’ reactions towards the team, and how political skills of team members and perceived fairness of external actors would moderate this process.

Yuening Jin, University of Minnesota  
Le Zhou, University of Minnesota  
Jin Park, University of Minnesota  

Submitter: Yuening Jin, jinxx508@umn.edu

46-13 Task Conflict, Supportive Climate, and Team Outcomes  
To help clarify the effects of task conflict on groups, this study investigated the moderating effect that supportive climate has on the relationship between task conflict and a range of team outcomes. It was found that supportive climate can serve to reduce or eliminate the negative effects of task conflict on groups.

Phillip M. Jolly, University of Houston  
Kyoung Yong Kim, University of Houston  
Myungsun Kim, University of Houston  
Kibok Baik, Kookmin University  
Sunghyun Shin, Kookmin University  

Submitter: Phillip M. Jolly, pmjolly@bauer.uh.edu

46-14 Positive Faultlines: An Unconventional Perspective on Team Compositional Dynamics  
In an attempt to view the effect of faultlines from a positive perspective, it is proposed that psychological capital of employees can create ‘positive faultlines’, which will improve team performance. This relationship is further positively moderated by the time group members spend working together and team’s goal orientation.

Manpreet Kaur, University of Wisconsin-Milwaukee  
Hong Ren, University of Wisconsin Milwaukee  

Submitter: Manpreet Kaur, kaur27@uwm.edu

46-15 Ideal Safety Norms Precipitate Good Leader Behaviors in Post-Fall Huddles  
Research explored group and organizational safety norms as antecedents to good leader behaviors in a special after-action review case—a post-fall huddle—and the effectiveness of these huddles. Results indicated the positive effects of group and organizational safety norms on huddle effectiveness were partially mediated by good huddle leader behaviors.

Victoria L. Kennel, University of Nebraska Medical Center  
Joseph A. Allen, University of Nebraska at Omaha  
Roni Reiter-Palmon, University of Nebraska at Omaha  
Katherine Jones, University of Nebraska Medical Center  

Submitter: Victoria L. Kennel, victoria.kennel@unmc.edu

46-16 The Temporal Transition of Team Exploratory and Exploitative Learning  
A longitudinal study of exploratory and exploitative team learning was conducted. Results indicate that teams pursue both learning actions simultaneously and increase their learning behaviours over time. Team goal orientations were differentially related to team learning behavior. Together, this study offers unique insight into team learning processes and antecedents.

Nicole L. Larson, University of Calgary  
Genevieve C. Hoffart, University of Calgary  
Thomas A. O’Neill, University of Calgary  

Submitter: Thomas A. O’Neill, tom.o'neill@ucalgary.ca

Society for Industrial and Organizational Psychology
46-17 The Influence of Negative Information on Trust in Virtual Teams

Using a computer simulation platform for teams, this experiment examined the influence of positive and negative behaviors from a teammate on levels of trust toward that teammate. Evidence of dynamic trust in virtual teams, that is, trust quickly developing and declining, was observed as well as the negativity effect.

Tiffany T. Lee, University of South Florida
Michael D. Coover, University of South Florida
Submitter: Tiffany T. Lee, ti@tmail.usf.edu

46-18 Team Positivity: A Dynamic Construct Embedded in Team Interactions

This study examines how positivity unfolds during team interactions by analyzing 43,139 utterances in 43 organizational team meetings. Statistical discourse analysis shows that solution-focused statements increase and problem-focused statements decrease the likelihood of subsequent positivity. Speaker switches are identified as a moderator. Overall team positivity is positively linked to team performance.

Nale Lehmann-Willenbrock, VU University Amsterdam
Ming M. Chiu, Purdue University
Zhike Lei, ESMT European School of Management
Simone Kauffeld, TU Braunschweig
Submitter: Nale Lehmann-Willenbrock, n.lehmann-willenbrock@vu.nl

46-19 Impact of Team Political Skill on Team Trust and Efficacy

This study explores the relationship between the political skill of a team and team efficacy as mediated by team trust. Grounded in interdependence theory, politically skilled student teams were found to have greater levels of team efficacy. This relationship was partially mediated by team trust.

Elena Lvina, St. Joseph’s University
Liam P. Maher, Florida State University
John N. Harris, Florida State University
Gerald R. Ferris, Florida State University
Submitter: Liam P. Maher, liampatrickmaher@gmail.com

46-20 Relationship Quality in Teams: A Multilevel Motivational Perspective

Using a motivational and social comparison perspective, this study examines the multilevel antecedents and consequences of relationship quality in teams (team–member exchange). Results demonstrate that prosocial motivation influences exchanges in teams, which subsequently motivate individual and team outcomes. Results further indicate that TMX differentiation has an unexpected effect. Implications are discussed.

Jaclyn Margolis, Pepperdine University
Christian J. Resick, Drexel University
Submitter: Jaclyn Margolis, jacylnmargolis@gmail.com

46-21 A Decade of Team Performance Measurement: A Systematic Review

The understanding and application of team performance measurement has significantly progressed over the past decade. A systematic review of the extant literature was conducted to synthesize findings, summarize current approaches to measurement, and identify areas where additional research is most needed.

Shannon L. Marlow, Rice University
Denise L. Reyes, Rice University
Megan E. Gregory, Michael E. DeBakey Veterans Affairs Medical Center
Eduardo Salas, Rice University
Submitter: Shannon L. Marlow, shannon.l.marlow@rice.edu

46-22 A Systematic Qualitative Review of Healthcare Team Training

Teamwork issues are now given significant attention in the medical industry and there is a corresponding increased demand for healthcare team training. A systematic, qualitative review of the literature was conducted to identify current themes in healthcare team training and identify how they have progressed relative to previous reviews.
46-28 Shared Leadership and Shared Cognition: Membership Stability as a Moderator
This study examined the relationship between shared leadership and shared cognition, considering team membership stability as a moderator. In an analysis of 51 air traffic control teams, results indicated that the relationship between shared leadership and shared cognition was positive for more intact teams but negative for more ad hoc teams.

Krystyn J. Ramdial, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Submitter: Krystyn J. Ramdial, krystyn@knights.ucf.edu

46-29 Dividing Lines: Superordinate Membership and Faultlines
Teams faultlines are hypothetical dividing lines that fracture a homogeneous group into heterogeneous subgroups. Analyzing a faultline of union membership in teams of air traffic controllers, this study looks at the impact of faultlines on collective efficacy. Additionally, the moderating affect of team identity on this relationship is analyzed.

Uriel K. Ronquillo, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Submitter: Uriel K. Ronquillo, URonquillo@knights.ucf.edu

46-30 A Longitudinal Study of Transactive Memory System Development in Teams
Despite strong support for the beneficial outcomes of transactive memory systems, research on its development has remained lacking. This study is the first to empirically test the formation process of transactive memory systems. Support is found for a model including self-verification motivation, task-related identity negotiation process, and interpersonal congruence.

Sabina Samipour, University of Akron
Joelle D. Elicker, University of Akron
Andrea F. Snell, University of Akron
Submitter: Sabina Samipour, sabinasamipour@gmail.com

46-31 How Faultlines, Members’, and Leaders’ Diversity Beliefs Impact Diplomats’ Performance
To clarify how members’ and leaders’ diversity beliefs alter the impact of diversity faultlines on team performance, data were collected from team leaders and members of German diplomatic teams. Findings showed that teams with strong sociodemographic faultlines performed best when both members and leaders held strong positive diversity beliefs.

Franziska F.S. Schoelmerich, Leuphana University Luevenburg
Carsten C. Schermuly, SRU University Berlin
Juergen Deller, Leuphana University Lueneburg
Submitter: Franziska F.S. Schoelmerich, f.schoelmerich@yahoo.de

46-32 Effects of Team Structure and Team Efficacy on Information Elaboration
This study investigated the moderating effect of team efficacy on the relationship between team structure and idea elaboration. Results showed that functional teams outperformed divisional teams in information elaboration when high in team efficacy.

Jin Chuan Yong, Singapore Management University
Guihyun Park, Singapore Management University
Submitter: Guihyun Park, parkguih@gmail.com

47. Community of Interest: 1:00PM-1:50PM
Helping Organizations Win the War for Talent
Mindy E. Bergman, Texas A&M University, Host
Christine E. Corbet, Right Management, Host

48. Panel Discussion: 1:30PM-2:50PM
Clients 102: The Learning Continues
This session will continue discussion among seasoned I-O professionals, who will share personal experiences, ideas, and knowledge regarding common client relations issues encountered in the workplace that may not be addressed in graduate school. Topics include time management, effective language, ethical boundaries, challenging client decisions, scope creep, and mitigation strategies.

Sara Trevino, American Institutes for Research (AIR), Co-Chair
Samantha J. Lilly, American Institutes for Research (AIR), Co-Chair
Liwen Liu, American Institutes for Research (AIR), Co-Chair
Hailey A. Herleman, IBM, Panelist
Kathryn E. Keeton, Minerva, Panelist
Scott E. McIntyre, University of Houston Clear Lake, Panelist
Laura A. Steighner, American Institutes for Research, Panelist
Deborah L. Whetzel, Human Resources Research Organization (HumRRO), Panelist

Submitter: Liwen Liu, liwenliu36@gmail.com

49. Symposium/Forum: 1:30PM-2:50PM
More Than the Person: The Role of Context in Proactivity
This symposium considers different ways in which context plays a role in proactivity. One paper shows how proactivity shapes context, and 2 other papers show context shaping proactivity. Delving more deeply in the latter, 2 further papers identify factors influencing leaders’ positive responses to proactivity.

Jenny Liao, University of Western Australia, Co-Chair
Sharon K. Parker, UWA Business School, Co-Chair
Ruchi Sinha, University of South Australia, Nikhil AWASTY, Indian School of Business, Subra Tangirala, University of Maryland, Promotive Voice in Teams: Pattern of Voicing and Voice Attributes
Melody Jzn Zhang, The Chinese University of Hong Kong, Lin Wang, Sun Yat-sen University, Yolanda N. Li, The Chinese University of Hong Kong, Kenneth Law, Chinese University of Hong Kong, Servant Leadership and Proactive Work Behavior: A Dual-Path Model
Hector Madrid, Ponticia Universidad Catolica de Chile, Eduardo Barros, Universidad Adolfo Ibáñez, A Person-Situation Approach to Self-Efficacy, Job Demands, and Employee Voice
Deanne N. Den Hartog, University of Amsterdam, Frank D. Beilschak, University of Amsterdam Business School, Role of Leader Personality in the Desirability of Employee Proactivity
Jenny Liao, University of Western Australia, Sharon K. Parker, UWA Business School, Predicting Leader Responsiveness to Proactivity: Servant Leadership and Wise Proactivity

Submitter: Jenny Liao, jenny.liao@uwa.edu.au

50. Panel Discussion: 1:30PM-2:50PM
Arranged “Marriages”: Practical Advice for Designing and Administering Mentoring Programs
This panel brings together 5 mentoring experts to present lessons learned from designing and implementing 1-to-1 and/or group mentoring programs for public, private, or professional organizations. Panelist will provide practical advice on (a) program structure and processes; (b) participant recruitment, selection, and matching; (c) orientation/training; and (d) maintenance and outcomes.

Sarah A. Hezlett, Kom Ferry, Co-Chair
Amy L. Stellmack, CEB, Co-Chair
Rachel D. Barney, ICF International, Panelist
Elizabeth S. Corcoran, Cision, Inc., Panelist
Lizzette Lima, Right Management, Panelist
Jennifer Rodriguez, NASA Johnson Space Center, Panelist
Amy L. Stellmack, CEB, Panelist
Submitter: Sarah A. Hezlett, sarah.hezlett@KornFerry.com

52. Panel Discussion: 1:30PM-2:50PM
Big Data Analytics and Employment Decisions: Opportunities and Challenges
A panel of experts will discuss current trends in big data analytics in areas such as employee recruitment, selection, promotion, and retention. Both (a) opportunities for enhanced human capital management and (b) legal obligations presented by such analytics will be discussed.

Kayo Sady, DCI Consulting, Chair
Daniel C. Kuang, Biddle Consulting Group, Panelist
Charles N. MacLane, retired, Panelist
David Morgan, Facebook, Inc., Panelist
Richard F. Tonowski, U.S. Equal Employment Opportunity Commission, Panelist
Submitter: Kayo Sady, ksady@dciconsult.com
Submitter: Mikhail A. Wolfson, mikhail.wolfson@gmail.com

David J. Swiderski, University at Albany, SUNY, Jeremiah J. Martin, University at Albany, SUNY.

New Roles for Individual Differences in Organizational Justice Research
This symposium presents contemporary theory and research concerning the management of human capital in organizations. Important considerations in terms of leader emergence and replacement, and team compositional effects over time are illustrated. Collectively, the works illustrate the important and multifaceted role of time in human resource allocation decisions.

John E. Mathieu, University of Connecticut, Co-Chair
Mikhail A. Wolfson, University of Connecticut, Co-Chair
Murray R. Barrick, Texas A&M University, Discussant

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53. Symposium/Forum: 1:30PM-2:50PM 204 A
Managing Human Capital in Dynamic Team Environments

Effects on Performance Trajectories
John P. Hausknecht, Cornell University, Huisi Li, Cornell University, Lisa Dragoni, Cornell University, Effects of Leader Departures on Core Member Voluntary Turnover
Submitter: Mikhail A. Wolfson, mikhail.wolfson@gmail.com

54. Master Tutorial: 1:30PM-2:50PM 204 B
Handling Big(gish) Data in R: An Introductory and Interactive Tutorial
R is one of the most popular and powerful statistical tools currently available. Because of its open-source nature, several packages exist that allow the user to process “big” data. This interactive tutorial will introduce several of these features. The R materials will be made available on the mySIOP.org file repository.

Jeff A. Jones, Korn Ferry, Presenter

Submitter: Jeff A. Jones, Korn Ferry, jeff.jones@kornferry.com

55. Special Events: 1:30PM-2:50PM 204 C
Theme Track: Using I-O to Make an Impact on the Larger Society
This session will feature a panel of high profile psychologists who are addressing issues of global significance in their work, ranging from workforce development and education to economic development. Panelist will comment on the challenges and opportunities of making an impact in the larger society.

Tara S. Behrend, The George Washington University, Chair
M. Gloria Gonzalez-Morales, University of Guelph, Co-Chair
Lori L. Foster, North Carolina State University, Presenter
Barbara A. Wanchisen, National Research Council, Presenter
Fred Oswald, Rice University, Presenter
Stuart C. Carr, Massey University, Presenter
Michael Frese, NUS Business School, Presenter
Submitter: Zachary N.J. Horn, zackhorn@gmail.com

56. Symposium/Forum: 1:30PM-2:50PM 205 A
New Roles for Individual Differences in Organizational Justice
Research
This symposium highlights new roles for individual differences in organizational justice contexts. Four papers suggest that individual differences can play roles beyond the typical moderating role of sensitizing employees or changing expectations: Individual differences can directly influence justice perceptions and can play other roles.

Sylvia G. Roch, Unv at Albany, SUNY, Chair
Suzanne S. Masterson, University of Cincinnati, Discussant
Andrew Li, West Texas A&M University, Russell S. Cropaanzo, University of Colorado, Ping Shao, California State University, Personality and Justice: A Meta-Analysis and An Empirical Study
Gregoire Bollmann, University of Lausanne, Franciska Krings, University of Lausanne, A Just-World Perspective on Perceptions of Organizational Justice
David J. Swiderski, University at Albany, SUNY, Jeremiah J. Martin, University at Albany, SUNY, Laura B. Santiago, University at Albany, SUNY, Choe E. Shannon, University at Albany, SUNY, Kimberly Lepore, University at Albany, SUNY, John P. Agosta, University at Albany, SUNY, Sylvia G. Roch, University at Albany, SUNY, Individual Differences Within a Justice–Outcome Framework
Or Shkoler, Netanya Academic College, Aharon Tziner, Netanya Academic College, Organizational Justice: The Locomotive Driving Work Misbehavior–Directly or Indirectly?
Submitter: Sylvia G. Roch, sroch@albany.edu

57. Panel Discussion: 1:30PM-2:50PM 205 B
Armed and Able: Industrial-Organizational Psychology Applied to Armed Jobs
Screening for armed jobs is high risk. I-O practitioners will discuss methods for and experiences with screening applicants for weapon carrying positions in the Navy SEALs, the Marine Special Operations, the Army Special Forces, the FBI, the Secret Service, and a Fortune 250’s corporate police force.

Brennan D. Cox, Naval Health Research Center, Chair
Joshua Douglas Cotton, CSX Transportation, Panelist
Bridget C. McHugh, University of Central Florida, Panelist
Kimberly Perry, United States Secret Service, Panelist
Joshua D. Hatfield, United States Secret Service, Panelist
Carroll Greene, United States Marine Corps, Panelist
Eduardo Naggiar, Human Performance Consulting LLC , Panelist
Jennifer M. Hurd, FBI, Panelist
Scott Beal, Consortium Research Fellows Program, Panelist
Submitter: Brennan D. Cox, cox.brennan@gmail.com

58. Panel Discussion: 1:30PM-2:50PM 206 A
Advancing the State of the Art in Job Analysis Research and Practice
This panel will discuss issues that affect the accuracy of job analyses with a focus on the unique challenges present today. Drawing on experience in both research and practice the panel will discuss methodological concerns, improving client and SME interactions, and determining when job analysis information needs to be updated.

Thomas Kiger, HumRRO, Chair
Michael T. Brannick, University of South Florida, Panelist
Dana Broach, FAA, Panelist
Deidre J. Knapp, HumRRO, Panelist
Kelley J. Krokos, American Institutes for Research, Panelist
Submitter: Thomas Kiger, tomkiger@gmail.com

59. Alternative Session Type: 1:30PM-2:50PM 207 A
From Grad Student to Professional: Things I Wish I Knew
A diverse panel of 7 early-career I-O professionals will share fresh and unique strategies, insights, and advice on preparing for an academic or applied I-O career. In a discussion led by the experts, the audience will reflect on challenges faced during the transition from graduate student to professional.

Rana Moukarzel, Publix Super Markets, Inc., Chair
Haitham A. Khoury, American University of Beirut, Co-Chair
Soner Dumani, American Institutes for Research, Presenter
Julia M. Fullick-Jagiela, Quinipiac University, Presenter
Ryan C. Johnson, Ohio University, Presenter
Stephanie A. Lopez, NASA, Kennedy Space Center, Presenter
Rebecca L. Stern, Deloitte Consulting LLP, Presenter
Jessica L. Wildman, Florida Institute of Technology, Presenter
Mark P. Willett, FMP Consulting, Presenter
Submitter: Rana Moukarzel, rana.moukarzel@publix.com

60. Alternative Session Type: 1:30PM-2:50PM 207 B
Research Incubator: Studying Sexual Violence Against Men at Work
This session will provide a forum for exploring critical conceptual and empirical research gaps related to the sexual harassment and assault of men. Leading experts will facilitate incubator breakout groups aimed at understanding, assessing, preventing, and effectively responding to such experiences. A group discussion for advancing this research will follow.

Jessica A. Gallus, U.S. Army SHARP, Chair
Ashley K. Russell, US Army SHARP, Co-Chair
61. Master Tutorial: 1:30PM-2:50PM 207 D
This Is Your Captain Speaking: I-O’s Role in Aviation Safety
This interactive session addresses the growing, essential need for I-O expertise in the high-consequence realm of global aviation safety. Using case examples and current practice, participants will discuss relevant KSAs needed to research or consult with aviation industry partners. Challenges facing I-O specialists working in aviation will be covered.
Erin E. Bowen, Embry-Riddle Aeronautical University, Presenter
Edward J. Sabin, Saint Louis University, Presenter
Submitter: Erin E. Bowen, erin.bowen@erau.edu

62. Symposium/Forum: 1:30PM-2:50PM 303 A
Overview and Selected Findings from a Multiorganizational, Multilevel Leadership Study
After decades of study, leadership remains a central concern of organizations and, hence, a central focus for industrial-organizational psychologists. This symposium describes a major new research study, conducted globally with many organizations participating. This study, involving thousands of leaders, examines the relationships between leader characteristics, behaviors, effectiveness, and team outcomes.
Mark A. LoVerde, CEB, Chair
Mark A. LoVerde, CEB, Conrad Schmidt, CEB, Overview of the CEB Leadership Study (CLS)
Michael G. Anderson, Principal Financial Group, Span of Control, Transformational Leadership, and Team Climate
Dave Bartram, CEB, Leadership Derailment Behaviors
Jeff W. Johnson, PDRI, a CEB Company, Enhancing Our Understanding of the Network Leadership Construct
William H. Macey, Carlsbad Research Group LLC, Xiang Ji CEB, Mark A. LoVerde, CEB, Using MCFA to Identify Fuzzy Composition Models
Submitter: Mark A. LoVerde, mloverde@executiveboard.com

63. Panel Discussion: 1:30PM-2:50PM 303 B
The Future of Mobile Assessment: What Could We Do?
I-O has produced research evidence about the comparability (or lack thereof) of mobile testing. However, little consideration has been given to opportunities to innovate and redesign assessment with the shift to mobile. Unique features of mobile technology (e.g., omnipresence, geolocation) may enable measurement of new constructs and better testing experience.
Ken Lahti, Psychobabble, Chair
Amie D. Lawrence, Select International, Inc., Panelist
Katy E. Foster, APTMetrics, Inc., Panelist
Dennis Doverspike, The University of Akron, Panelist
Erin Crask Wood, pan-Performance Assessment Network, Panelist
Sara Lambert Gutierrez, CEB, Panelist
Submitter: Ken Lahti, ken@psychobabble.com

64. Symposium/Forum: 1:30PM-2:50PM 303 C
More Stressed Than Ever? Emerging Contemporary Workplace Stressors
As the nature of work continues to change, researchers are beginning to identify novel workplace stressors that have been largely overlooked. In this session, we introduce contemporary workplace stressors that until recently have not existed for employees, or have existed but are only now gaining the attention they deserve.
Danielle R. Wald, The Graduate Center & Baruch College, CUNY, Co-Chair
Erin Eatough, Baruch College & The Graduate Center, CUNY, Co-Chair
Danielle R. Wald, The Graduate Center & Baruch College, CUNY, Erin Eatough, Baruch College & The Graduate Center, CUNY, Illegitimate Tasks Exacerbate the Undesirable
Submitter: Jessica A. Gallus, jessica.gallus@gmail.com
cybervetting as an alternative web-based background check typically performed in a personnel selection context. Specifically, the study empirically tests a common antecedents model and a taxonomy of cyber behavior.

Julia L. Berger, ProMedica
Michael J. Zickar, Bowling Green State University
Submitter: Julia L. Berger, julieberger@bgsu.edu

67-3 The Financial Impact of Strategic Development and High Potential Programs
This study examined 2 talent management practices and their relationship with sustained organizational performance over time. Findings indicate organizations utilizing TM financially outperformed their competitors over 7 years.

Joshua Bush, Florida Institute of Technology
Thomas S. Skiba, Developmental Dimensions International (DDI)
Submitter: Joshua Bush, jbush2014@my.fit.edu

67-4 The Interaction between Regulatory Focus and Warning Types on Faking
This study examined the relationship between regulatory focus and warning type on personality test faking among Korean job applicants (N = 659). A significant interaction was found indicating that benign (reasoning) warnings are more effective than coercive warnings for promotion-focused test takers.

Seokjoon Chun, University of South Florida
Stephen Stark, University of South Florida
Submitter: Seokjoon Chun, seokjoon@mail.usf.edu

67-5 Sexual Harassment Training That Promotes Reporting: An Organizationally Sensible Approach
Most sexual harassment training is approached from a legal-centric standpoint rather than an organizationally sensible one. This discussion paper argues for an organizationally sensible approach to sexual harassment training that promotes reporting and takes into account organizational outcomes other than legal costs.

Heather M. Clarke, Memorial University of Newfoundland
Submitter: Heather M. Clarke, v47hmc@mun.ca

67-6 Hiring Ex-Offenders in Light of the EEOC Guidance
The Equal Employment Opportunity Commission recently issued an Enforcement Guidance on hiring applicants with criminal histories. Knowledge of this Guidance and the decreased likelihood over time of an ex-offender committing a crime in the future did not affect how participants viewed the employability of ex-offenders compared to that of non-offenders.

Lauren E. Cotter, Colorado State University
Kyla J. Holcombe, Colorado State University
Jeanette N. Cleveland, Colorado State University
Submitter: Lauren E. Cotter, lcotter@rams.colostate.edu

67-7 Effects of Predictor Weighting Methods on Incremental Validity
Although research findings regarding incremental validity in the prediction of job performance rely on regression weighting, in operational settings strategies such as unit weighting or multiple hurdles are common. This study examines the robustness of conclusions about incremental validity to these alternate ways of using predictor information.

Jeffrey A. Dahike, University of Minnesota
Paul R. Sackett, The University of Minnesota
Oren R. Shewach, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitter: Jeffrey A. Dahike, dahk0068@umn.edu

67-8 Pareto-Optimal Selection Design: Genuinely Useful in Practice?
Research examined whether selection systems, obtained by the recently proposed decision aid for designing pareto-optimal (PO) selection systems, also perform well when applied in realistic conditions. Based on a massive simulation study, it is found that these PO systems outperform other selection systems, including the classical unit weighed system designs.

Wilfried De Corte, Ghent University
Submitter: Wilfried De Corte, wilfried.decorte@ugent.be

67-9 Effects of Political Climate and Machiavellianism on Job Pursuit Intentions
Using an experimental design across 3 samples, it is found that information signaling an organization is political has a negative effect on job pursuit intentions. Follow-up analyses revealed a subdimension of Machiavellianism, amoral manipulation, significantly interacted with politics information to predict job pursuit intentions.

Emilija Djurjevic, University of Rhode Island
Samantha A. Conroy, Colorado State University
Shannon L. Rawski, University of Wisconsin Oshkosh
Katherine U. Osina, University of Arkansas
Submitter: Samantha A. Conroy, samantha.conroy@colostate.edu

67-10 Optimal In-Baskets: Budgeting for Better Performance
In-baskets are a common selection tool used to predict future job performance. Although in-baskets are widely used, there is little research concerning how best to design and develop in-baskets most effectively. This study focuses on the effects of in-basket length on performance and attention to issues.

Mark C. Frame, Middle Tennessee State University
Crystal D. Perel, Middle Tennessee State University
Jered R. Chua, Middle Tennessee State University
Submitter: Mark C. Frame, mark.frame@mtsu.edu

67-11 Developing a Structural Framework for Social Media Assessments in Hiring
Viewing applicant social media information is common practice in employee selection. This research develops a framework of structural components for conducting formal social media assessments in hiring. A survey of HR professionals that view applicant social media information during hiring indicated that these components are not typically utilized in practice.

Christopher J. Hartwell, Utah State University
Michael A. Campion, Purdue University
Submitter: Christopher J. Hartwell, chris.hartwell@usu.edu

67-12 Evaluations of Tattooed Applicants: The Usefulness of Identity Management Strategies
Tattooed job-seekers face challenges in obtaining employment such as countering negative stereotypes about qualifications. Tattoos are considered a visible and controllable stigma, so having visible tattoos and drawing attention to them are related to negative evaluations. Implications for tattooed job-seekers are discussed.

Marissa M. Hatch, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Marissa M. Hatch, mannmar2@msu.edu

67-13 Content of Qualitative Feedback Provided During Structured, Confidential Reference Checks
Qualitative feedback on work-related strengths and areas for improvement provided on a confidential reference check survey were examined. The sample consisted of 3,200 job applicants who received feedback from at least 4 job references. Frequently encountered categories of responses overall, and on 16 job-specific surveys, are presented.

Cynthia A. Hedricks, SkillSurvey, Inc.
Leigh Puchalski, SkillSurvey, Inc.
Disha D. Rupayana, SkillSurvey, Inc.
Chet Robie, Wilfrid Laurier University
Submitter: Cynthia A. Hedricks, chedricks@skillsurvey.com

67-14 Don’t Select Until You Check: Expected Background Checking Practices
The use of recommended background checking (BC) methods and practices was investigated through a survey of 235 companies. Findings indicate 84% of companies conduct BC. Several factors influenced BC such as the size of the company, outsourcing, who is responsible for BC, perceived effectiveness, and the amount of time spent.

Julia Levashina, Kent State University
Jessica Peck, Kent State University
Submitter: Julia Levashina, jlevashna@kent.edu
67-15 Let's Choose One of Each: Partition Dependence in Personnel Selection
This study identifies a method to subtly nudge recruiters to consider candidates varying on target characteristics, using the decision-making bias partition dependence—people's tendency to diversify their choices based on how options are categorized. Five experiments found that recruiters select more diverse candidates based on whichever dimension the candidates are categorized.
Yukun Liu, National University of Singapore
Krishna Savani, Nanyang Technological University
Zhen Wang, Central University of Finance and Economics
Submitter: Yukun Liu, liuyukun@u.nus.edu

67-16 How Comparable Are Face-to-Face Versus Technology-Mediated Selection Interviews?
An experiment compared telephone and videoconference interviews with face-to-face interviews. Before taking the interview, interviewees had a more positive view of face-to-face interviews, but after the interview, this preference disappeared. Furthermore, affective reactions to the different interviews were comparable. Nevertheless, interviewees were rated more positively in face-to-face interviews.
Klaus G. Melchers, Universität Ulm
Amadeus Petrig, Migros-Genossenschafts-Bund
Jürgen Sauer, Universität de Frignob
Submitter: Klaus G. Melchers, klaus.melchers@uni-ulm.de

67-17 Correction for Multiple Testing in Adverse Impact Analysis
Audits of selection practices often involve separate adverse impact analyses for a large number of jobs or locations, leading to inflated family-wise Type I error rates. A Monte Carlo simulation examines the false positive rates and power of 2 correction procedures: Bonferroni and Benjamini-Hochberg.
Scott B. Morris, Illinois Institute of Technology
Frank Shu, Illinois Institute of Technology
Jordan C. McDonald, Illinois Institute of Technology
Daniel A. Gandara, Illinois Institute of Technology
Sara J. Crouch, Illinois Institute of Technology
Donald K. Kesterson, Illinois Institute of Technology
Submitter: Jordan C. McDonald, jory.c.mcdonald@gmail.com

67-18 How Policy Interventions May Enhance Women’s Striving for Leadership Positions
This research examined how policy interventions that vary in strictness affect women's and men's interest in leadership positions. Results showed that certain affirmative action policies enhance women's inclination to apply through an increased self-ascribed fit with the position. Moreover, men were not affected by the policy interventions.
Christa Nater, University of Bern
Sabine Szczeny, University of Bern
Submitter: Christa Nater, christa.nater@psy.unibe.ch

67-19 Do Clothes Make the Man or Just a Sham?
This study shows that dress style and resumé interact such that applicants with a high quality resumé are perceived as more hireable when they dress in a nonconforming way, as compared to when they dress in a confirming way. The effect was mediated by perceptions of power.
Janneke K. Oostrom, VU University Amsterdam
Richard Ronay, VU University Amsterdam
Submitter: Janneke K. Oostrom, j.k.oostrom@vu.nl

67-20 Fairness Reactions to Personnel Selection Methods in China
This study examined applicant reactions to selection methods in China and compared them internationally. Chinese applicants were highly favorable of work sample tests and interviews and least favorable of guanxi and graphology. Support is provided for both the reaction generalization and situational specificity assumptions for predicting cross-national differences in applicant reactions.
Kristina Potocnik, University of Edinburgh
Xuewei Liu, University of Edinburgh
Neil R. Anderson, Brunel University
Submitter: Kristina Potocnik, kristina.potocnik@ed.ac.uk

67-21 E-recruiting: Examining Personality, P-O Fit, and Organizational Attractiveness
This work suggests that just as the organization has a culture that the applicants seek to match to their personalities, a company website has a personality that can be used to seek out potential employees that match the company culture.
Altovise Rogers, San Jose State University
Ryan Au-Yeung, San Jose State University
Ashley Shorte, San Jose State University
Larissa Shipman, San Jose State University
Kyle Tsai, San Jose State University
Montserrat Corona, San Jose State University
Amanda Stacy, San Jose State University
Submitter: Altovise Rogers, altovise.rogers@sjsu.edu

67-22 Applicant Attraction: Offering the Right Information to the Right People
This conceptual paper aims at exploring the link between individual differences and initial organizational attraction. The proposed model, drawing on the elaboration likelihood model and the concept of career orientations, examines how job seekers isolate information, translate them into signals, and assess their fit and attraction to a recruiting organization.
Dorothea Roumpi, University of Arkansas
John E. Deley, University of Arkansas
Submitter: Dorothea Roumpi, droumpi@walton.uark.edu

67-23 The Utility Gain of Leaving Professional Judgment Out of Prediction
The purpose of this study was to analyze the margin utility of using clinical versus mechanical data combination for personnel selection purposes. Findings indicate that in a selection context, the difference in financial outcome is likely to be extensive between the 2 data combination methods.
Sofia Sjöberg, Pearson Sweden
Anders Sjöberg, Stockholm University
Submitter: Anders Sjöberg, anders.sjoberg@psychology.su.se

67-24 A Futurist Approach: Identifying Emerging Work Skills
Using the process of Foresight to Insight to Action, experts worked to identify drivers of change and the skills critical to success through the next decade and beyond. Six key drivers of change and 10 essential workforce skills emerged. Understanding the skills is critical to organizations, educational institutions, and those seeking employment.
Aaron J. Sour, University of Phoenix
Charletta Wilson, University of Phoenix
Leslie A. Miller, LanneM TM, LLC/Walden University
Stephanie Hoffman, James A. Haley Veterans Hospital/University of Phoenix
Submitter: Leslie A. Miller, drlesleimiller@hotmail.com

67-25 Workaholism and Work–Family Balance in Recruitment: Conflicting Values?
Research examined how individual differences can affect attraction to recruitment materials for a demanding culture or a family-friendly culture using job advertisements. It was found that the family-friendly job advertisements were preferred regardless of individual differences.
Rachel L. Stancil-Bacon, Missouri University of Science & Technology
Nathan Weidner, Missouri S&T
Submitter: Rachel L. Stancil-Bacon, Rachel.Stancil-Bacon@mst.edu

67-26 Impact of Accountability on Structured Interview Ratings: A Field Study
Research regarding rater accountability (outcome and procedural) has shown to influence rater judgments in laboratory settings. This field study explored the effects of accountability on a large-scale promotional interview process in a law enforcement agency. It was found that accountability decreased interview leniency by increasing rater accuracy.
Carlos Valle, Los Angeles County Sheriff’s Department
Calvin C. Hoffman, Alliant International University, LA County Sheriff’s Department
Daniel Kowallis, Los Angeles County Sheriff’s Department
C. Chy Tashima, Los Angeles County Sheriff’s Department
Submitter: Carlos Valle, cvalle356@gmail.com
67-27 Does Wording of Job Ads Affect Women’s Application Decisions?  
Two experiments showed that traits women had negative meta-stereotype types about lowered their job attraction and that wording of such traits (dispositional/behavioral) did not moderate this effect. However, women who were qualified for negatively meta-stereotyped traits applied less when these traits were worded in a dispositional rather than a behavioral way. 
Lien M. Wille, Ghent University, Eva Derous, Ghent University 
Submitter: Lien M. Wille, Lien.Wille@UGent.be

67-28 Job Seekers’ Perceptions of Diversity Mixed Messages  
This study experimentally investigated and found an indirect negative effect of magnitude of a diversity mixed message on employer attractiveness through perceived behavioral integrity of the organization. Results further indicated the negative effects of diversity mixed messages is stronger for women and when individuals have high diversity beliefs. 
Leon Windscheid, Witten/Herdecke University 
Lynn Bowes-Sperry, Western New England College 
Deborah Kidder, University of Hartford 
Ho Kwan Cheung, George Mason University 
Michele Morner, Witten/Herdecke University 
Submitter: Ho Kwan Cheung, hkcheung24@gmail.com

67-29 Generational Differences in the Workplace: Less Than Meets the Eye  
The popular press would have us believe that Millennials are substantially different than older generations. However, there is growing evidence that generational differences in the workplace are small. This study evaluates the size of generational differences in a variety of work outcomes to determine if generational differences are practically meaningful. 
Martin C. Yu, University of Minnesota 
Rena L. Rasch, Medtronic 
Submitter: Martin C. Yu, yux0407@umn.edu

67-30 LinkedIn Versus Resumes: The Impact of Person–Organization Fit  
This experimental study measured the extent to which using LinkedIn to collect information about applicants differs from resumés. It found the main distinguishing factor to be P–O fit, as LinkedIn profiles often contain P–O fit information in addition to the P–J fit data that is normatively available on both forms. 
Julie S. Zide, Goldman Sachs, Comila Shahani-Denning, Hofstra University 
Submitter: Julie S. Zide, julie.zide@yahoo.com

68. Community of Interest: 2:00PM-2:50PM 203 A  
Generational Shifts in the Workplace and the Impending Retirement Tsunami  
Janet L. Barnes-Farrell, University of Connecticut, Host 
Gweneth G. Fisher, Colorado State University, Host 
Dev K. Dalal, University of Connecticut, Coordinator

69. Poster Session: 3:30PM-4:20PM Ballroom A-E  
Measurement/Statistical Techniques  
69-1 A Meta-Analysis of Perceived Authentic Leadership and Lower Job Satisfaction  
The relationship between perceived authentic leadership and follower job satisfaction was examined. The result of a meta-analysis including 21 studies affirmed the positive relationship between perceived authentic leadership and job satisfaction with followers’ age acting as a moderator. Country, however, was not a significant moderator. 
Shujaat F. Ahmed, Illinois Institute of Technology 
Betsi Pinkus, Illinois Institute of Technology 
Ronald S. Landis, Illinois Institute of Technology 
Roya Ayman, Illinois Institute of Technology 
Submitter: Shujaat F. Ahmed, sahmed22@iit.edu

69-2 Best-Practice Recommendations for Transforming Data in I-O Psychology Research  
Data transformation provides the opportunity to normalize data for use in statistical analyses; however, this approach has been misapplied in the past. Based on the results of 2 literature reviews, best-practice recommendations for the use of data transformation in I-O psychology research are presented. 
Kyle J. Bradley, Indiana University 
Herman Aguinis, Indiana University 
Youngduk Lee, Indiana University 
Submitter: Kyle J. Bradley, kyljbrad@indiana.edu

69-3 Disposition or Ability? Using IRT to Solve the Mindfulness Mystery  
Employee mindfulness intervention research is taking off, but the construct of mindfulness remains muddled by misuse of dispositional and skill-based measures. Comparing the fit of dominance and ideal-point IRT models, it is argued the Kentucky Inventory of Mindfulness Skills predominantly reflects ability-based mindfulness as intended. Implications for mindfulness interventions are discussed. 
Kate M. Conley, University of Georgia 
Olivia H. Vande Griek, University of Georgia 
Rachel L. Williamson, University of Georgia 
Alexandra Harris, University of Georgia 
Nathan T. Carter, University of Georgia 
Submitter: Kate M. Conley, kmc81050@uga.edu

69-4 Creating Expectancy Charts: A New Approach  
Expectancy charts are often created to illustrate the relationship between 2 variables. Two approaches exist that guide this practice. However, they rely on raw data, which are often subject to random blips and sampling error. A formulaic approach for creating expectancy charts based on the bivariate-normal distribution is proposed. 
Jeffrey M. Cucina, U.S. Customs and Border Protection 
Julia L. Berger, ProMedica 
Henry H. Bucsiglio, U.S. Customs and Border Protection 
Submitter: Jeffrey M. Cucina, jcucina@gmail.com

69-5 Probing Moderated Regression: Don’t Rely on Hypothesis Testing  
Although methods for testing moderation in I-O psychology are well understood, some of the methods used to probe significant effects wrongly rely on hypothesis testing approaches. This paper reviews and critiques these approaches, and proposes an alternative strategy for the examination of interaction effects, including both qualitative and quantitative description. 
Jeremy F. Dawson, University of Sheffield 
Submitter: Jeremy F. Dawson, j.f.dawson@sheffield.ac.uk

69-6 Examination of Measurement Invariance of Resilience Before and After Deployment  
This study examines longitudinal measurement invariance of resilience measures. The Response to Stressful Experiences Scale, Connor-Davidson Resilience Scale, and Brief Cope were administered to military personnel before, 3 months after, and 6 months after deployment. Repeated presentation did not influence measurement properties. These measures can be useful for tracking resilience. 
Gabriel M. De La Rosa, Naval Center for Combat and Operational Stress Control 
Jennifer A. Webb-Murphy, Naval Center for Combat and Operational Stress Control 
Eileen Delaney, Naval Center for Combat and Operational Stress Control 
William P. Nash, Boston VA Research Institute 
Brett T. Litz, Boston University 
Submitter: Gabriel M. De La Rosa, gabriel.m.delarosa@gmail.com

69-7 CFA Convergence and Admissibility Problems for MTMM Data (Largely) Solved  
In a Monte Carlo study, we compared a reparameterized correlated trait-correlated method (CTCM-R) model with the original CTCM and the correlated trait-correlated uniqueness model (CTCU) models. The CTCM-R model largely avoided convergence and admissibility problems and also performed well in terms of model fit and parameter estimation biases. 
Yi Fan, University of Georgia 
Charles E. Lance, Organizational Research & Development 
Submitter: Yi Fan, fanyiuga@gmail.com
69-8 An R package for I-O Psychology Simulation Building: iopsych
The R language has become the defacto standard for statistical computing. The iopsych package extends R to include many functions useful to I-O psychologists including functions for estimating utility, correcting for unreliability and multivariate range restriction, estimating the adverse impact of a selection system, and calculating Pareto optimal frontiers.
Allen P. Goeb, University of Minnesota
Jeff A. Jones, Korn Ferry
Submitter: Allen P. Goeb, goeb005@umn.edu

69-9 Does Self-Efficacy Really Mediate the Training-To-Performance Relationship? No
Using the unique moderation-of-process approach to testing mediation, self-efficacy’s presumed mediational role between training and performance was examined. No evidence of mediation was found. Discussion focuses on implications of findings for the debate about self-efficacy’s role in motivation.
Leah R. Halper, Ohio University
Jeffrey B. Vancouver, Ohio University
Kyle A. Bayes, Ohio University
Submitter: Leah R. Halper, lh124907@ohio.edu

69-10 The Consequences of Ignoring Multilevel Data Structure: A Simulation
Organizations are typically hierarchical, yet organizational research often analyzes data at an aggregate level and ignores individual level variance. Using Monte Carlo simulation, the study explores the effects of analyzing multilevel data at the group level alone. In many cases, this practice results in large decrements in cross-validation performance.
Christopher R. Huber, University of Minnesota
Melissa S. Stemig, University of Minnesota
Submitter: Christopher R. Huber, huber195@umn.edu

69-11 Development of New Procrastination Scale
A new measurement for procrastination with a sample of adults participants (n = 378) was developed. Exploratory and confirmatory factor analyses show that the scale is bidimensional and reliability analyses show that the scale is internally consistent. Correlations between the scale and sensation seeking, need for cognition, and avoidance were significant.
Sooyeol Kim, University of Illinois at Urbana-Champaign
Qikun Niu, George Mason University
Submitter: Sooyeol Kim, sooyeolkim@gmail.com

69-12 Comparing Stress Across Individuals, Objective Measure of Subjective Stress Appraisals
A measurement technique was created that took individuals’ appraisals of stressful situations and, through use of psychophysical measurement, made the subjective appraisal into a standardized rating that was comparable across groups. Results show that the psychophysical measure made more accurate measurement of high stress events than likert-type ratings.
Ray G. Klahr, Hennepin County
Laura D. Olean, St. Cloud State University
Daren S. Protolipac, St. Cloud State University
Submitter: Ray G. Klahr, rayklahr@gmail.com

69-13 Quiet Please: Development and Validation of a Workplace Intrusions Measure
The purposes of these studies were to develop and validate a new measure of intrusions in the workplace. Results from all 3 studies demonstrate that the instrument has sound unidimensional psychometric evidenc eand sensitivity to between-subject experimental manipulations of intrusion frequency, and is correlated with theoretically correlated variables.
Bing C. Lin, Portland State University
Dev K. Dalal, University of Connecticut
Charlotte Fritz, Portland State University
Lara Herzogenrath, Radboud University
Submitter: Lara Herzogenrath, lherzogenrath13@ku.edu.tr

69-14 Measurement Equivalence Among Components of Interpersonal Perceptions
The social relations model is not widely used within I-O psychology to study interpersonal perceptions. Based on 1,187 participants, results suggest that rater and targets effects from the SRM are distinct from traditional composite ratings. Thus, relying on a simple average masks important effects, which may merit further differentiation.
Andrew C. Loignon, University of North Carolina-Charlotte
Jane Thomas, Purdue University Calumet
David J. Woehr, University of North Carolina-Charlotte
Submitter: Andrew C. Loignon, andrew.loignon@gmail.com

69-15 Modeling Nonlinear Organizational Dynamics: An Introduction to Generalized Additive Models
This study introduced organizational researchers to generalized additive models. Using a simulation study showed how well they can model intra-individual nonlinear dynamics compared to polynomial regression models. To make this comparison, how accurately each method could estimate the effect of an independent variable while controlling for nonlinear change was calculated.
Alexander C. LoPilato, The University of Georgia
Matthew L. Smith, The University of Georgia
Submitter: Alexander C. LoPilato, alex.lopilato@gmail.com

69-16 Too Soon to Say: Measuring Emergent Constructs for Nascent Teams
Emergent constructs vary in the degree to which they are observable in early stages of team formation, containing substantive findings and assessments of sharedness. Research shows item response theory person-fit statistics have potential to detect whether a construct is observable for team members, providing a fuller picture on construct emergence.
Cynthia K. Maupin, University of Georgia
Muriel G. Clauson, University of Georgia
Nathan T. Carter, University of Georgia
Dorothy R. Carter, University of Georgia
Submitter: Cynthia K. Maupin, ckmaupin@gmail.com

69-17 Structure Matters: Common, Higher-Order and Bifactor Models of General Factors
There is growing recognition of the need to model general factors within the context of multidimensional constructs. Choosing the correct structure for the model is critical to our understanding of such constructs. Three general factor models for a measure of political skill, revealing advantages for the bifactor structure were examined.
Samuel T. McAbee, Illinois Institute of Technology
Scott B. Morris, Illinois Institute of Technology
Jordan C. McDonald, Illinois Institute of Technology
Submitter: Jordan C. McDonald, jory.c.mcdonald@gmail.com

69-18 The Development and Application of Swarm Optimization for Personnel Selection
Applying recent developments in data science, namely that of swarm optimization, to the issue of employee selection, the study proposes, develops, and then tests an ant colony optimization technique that has the capability to calculate optimal predictor composites for the competing goals of validity and adverse impact.
Adam W. Meade, North Carolina State University
Isaac Benjamin Thompson, Red Hat
Alexander R. Schwall, Development Dimensions International (DDI)
Submitter: Adam W. Meade, awmeade@ncsu.edu

69-19 Differential Functioning of the Utrecht Work Engagement Scale across Gender
IRT-based differential functioning analyses were conducted to compare the functioning of the Utrecht Work Engagement Scale across gender. Overall, scale items functioned well in a U.S. employee sample; however, items referencing work-related emotional stability and tension between work and nonwork activities functioned less well for women than for men.
69-20 A Bifactor Model of Burnout? Rethinking the Structure of Burnout
The authors investigated a bifactor model for the English version of the Maslach Burnout Inventory-Human Services Survey. The bifactor model showed superior fit over the correlated traits model. The authors recommend reporting a general burnout factor score in addition to, or instead of, the subscale scores.

David A. Periard, VHA National Center for Organization Development
Ryan L. Derickson, Xavier University
Gary N. Burns, Wright State University
Katherine Osatuke, Miami University
Submitter: David A. Periard, periard.2@wright.edu

69-21 Rasch Forced Choice Computerized Adaptive Testing for Ranking Data
A new IRT model for forced choice computerized adaptive testing (FCCAT) assessment with ranking data was introduced. Three new item selection methods were examined in a FCCAT. Findings indicate the “high SE” method is the most efficient among other methods.

Shungwon Ro, IBM
Jeff A. Weekley, IBM/University of Texas, Dallas
Nigel R. Guenole, IBM
Chia-Wen Chen, The Hong Kong Institute of Education
Submitter: Shungwon Ro, ros@us.ibm.com

69-22 Reevaluating the Measurement of Follower Characteristics Using Item Response Theory
This study used item response theory to investigate positive and negatively valenced items in a measure of implicit followership theories. Item discrimination and difficulty parameter estimates were compared for the items completed, with the measure administered using 2 different targets: a typical follower and self as follower.

Yashna Shah, Virginia Tech
Patrick T. Coyle, Lycoming College
Roseanne J. Foti, Virginia Tech
Submitter: Yashna Shah, yshah@vt.edu

69-23 Understanding the NPI Using Item Response Theory
Research has shown narcissism is associated with self-enhancement. Given the self-enhancing nature of narcissism, research examines whether conventional measurement techniques inadequately represent the NPI. Using advanced IRT model analyses, it is concluded a 3-factor, 3PL model best fit the NPI. Stipulations are made regarding the usefulness of the 4PL.

Lane E. Sedor, University of Georgia, Bridget Lynch, University of Georgia, Nathan T. Carter, University of Georgia
Submitter: Lane E. Sedor, lisdor@gmail.com

69-24 Network Psychometrics and the Analysis of Organizational Surveys
This paper describes the potential of psychometric network analysis for the visualization and identification of key items in organizational survey data. We provide an overview of psychometric network analysis followed by an illustrative tutorial applied to job satisfaction, trust in management, and intentions to quit in a nationally representative dataset.

We provide an overview of psychometric network analysis followed by an illustrative tutorial applied to job satisfaction, trust in management, and intentions to quit in a nationally representative dataset.

Lane E. Siedor, University of Georgia, Brigit Lynch, University of Georgia, Nathan T. Carter, University of Georgia
Submitter: Shungwon Ro, ros@us.ibm.com

69-25 Addressing Time Constraints in Surveys: Planned Missingness vs. Short Forms
Planned missingness and short forms of scales as strategies for dealing with time or length constraints in survey research were compared. Using a large full data set as the comparison, half-length short forms were created and also simulated 50% planned missingness. The planned missingness design better approximates the full data.

69-26 Predicting Employee Outcomes With Different Measures of Workload
In a meta-analysis, we distinguished the correlations between workload and several employee outcome variables by the measurement of workload. Results suggest that perceived workload and more objectively measured workload have different nomological networks. Theoretical and practical implications are discussed.

Yuyan Zhang, Bowling Green State University
Jasmine Y. Khosravi, Bowling Green State University
Christopher B. Arnold, Bowling Green State University
Frank A. Bosco, Jr., Virginia Commonwealth University
Krista L. Uggerson, Northern Alberta Institute of Technology
Piers Steel, University of Calgary
Submitter: Yuyan Zhang, yuyanzy@gbsu.edu

70. Community of Interest: 3:30PM-4:20PM
Developing Publication Process Savvy
Rodney A. McCloy, HumRRO, Host
Nathan T. Carter, University of Georgia, Host
Dev K. Dalal, University of Connecticut, Coordinator

71. Special Events: 3:30PM-4:20PM
Theme Track: Creating Impact With(in) SIOP
Making an impact locally or within an organization or society can be challenging, but SIOP can help! This “how-to” workshop includes success stories and new avenues for SIOP members to self-organize and make an upward impact within SIOP by bringing important issues, needs, and goals directly to the SIOP leadership.

Ryan C. Johnson, Ohio University, Chair
Zachary J. Horr, Stitch Fix, Co-Chair
Cristina G. Banks, Lamorinda Consulting LLC, Presenter
Joshua A. Isaacson, PDRI, a CEB Company, Presenter
Submitter: Zachary J. Horr, zackhorn@gmail.com

72. Panel Discussion: 3:30PM-4:50PM
Positive Work Perspectives: Charting New Paths in Research and Practice
The positive psychology perspective has inspired a fresh way to approach the study of work and organizational phenomena. This panel will bring together a diverse thought leaders to share their latest research and practice that have taken new path-breaking directions in organizational psychology and evaluation, diversity, strategy, HR, and meaningful work.

Meghana Rao, Claremont Graduate University, Co-Chair
Stewart I. Donaldson, Claremont Graduate University, Co-Chair
Laura Morgan Roberts, Antioch University, Panelist
Jacqueline Stavros, Lawrence Technological University, Panelist
Luis Marrero, Boston Institute for Meaningful Purpose, Panelist
Submitter: Meghana Rao, meghana.rao@cgu.edu

73. Alternative Session Type with multiple papers:
3:30PM-4:50PM
Pro Bon-o: Putting I-O Psychology to Good Work for Nonprofits
Session constituents will briefly discuss select pro bono projects they have worked on to provide a basis for an interactive panel discussion on pro bono work, including the unique challenges, impact potential, and the feasibility of such work.

Dennis Doverspike, The University of Akron, Chair
Megan T. Nolan, The University of Akron, Co-Chair
Megan T. Nolan, The University of Akron, Sabina Samipour, The University of Akron, Dennis Doverspike, The University of Akron, Seeds of Literacy: Scale Development
Kelley Arredondo, The University of Akron, Tyler J. Slezak, The University of Akron, Dennis Doverspike, The University of Akron, Seeds of Literacy: Basic Employment Test
Jeffrey B. Love, University of Pennsylvania State University, Matthew P. Crayne, Center for Women's Resource Center: Performance Appraisal System
74. Symposium/Forum: 3:30PM-4:50PM 201 C
Deviance for the Right Reasons? Understanding Constructive Deviance at Work
This symposium investigates why employees commit constructive deviance, rule-breaking committed with the intention to help the organization or its stakeholders. It examines antecedents such as ethical reasoning and social identity using experimental, qualitative, and survey designs across multiple cultural contexts to advance scholarship on this under-studied and important organizational behavior.
Melissa Gutworth, The Pennsylvania State University, Co-Chair
Robert Eisenberger, University of Houston, Discussant
Bella L. Galperin, The University of Tampa, Understanding Constructive Deviance in a Cross-Cultural Context: A Sense-Making Approach
Melissa Gutworth, The Pennsylvania State University, Jason Dahling, The College of New Jersey, Testing the Normative Conflict Model of Constructive Deviance
Abhijeet Vadera, Singapore Management University, Investigating the Role of Deliberate Decision-Making on Moral Behaviors
Submitter: Melissa Gutworth, mgb164@psu.edu
75. Symposium/Forum: 3:30PM-4:50PM 201 D
Formally Modeling I-O Psychology Phenomena: Instructional Exemplars
Mathematical and computational models provide a precise and useful way of representing and testing theories of dynamic, complex phenomena. In this symposium formal models of individual and team goal pursuit, decision making, learning, innovation, and effectiveness are presented along with a description of the tools needed to build such models.
Jeffrey B. Vancouver, Ohio University, Co-Chair
Xiaofei Li, Ohio University, Co-Chair
Corrine Coen, Case Western Reserve University, Alperen Manisaligil, Case Western Reserve University, Building Agent-Based Models: The Surprising Advantages of Naturalism
Michael T. Braun, University of South Florida, James A. Grant, University of Maryland, Goran Kuljanin, DePaul University, Steve W. J. Kozlowski, Michigan State University, Georgia T. Chao, Michigan State University, A Computational Integration of Procedural and Outcome Interdependence in Teams
Le Zhou, University of Minnesota, John D. Kammeyer-Mueller, University of Minnesota, Information/Communication Technologies and Team Innovation: Modeling Motivational and Interpersonal Processes
Xiaofei Li, Ohio University, Jeffrey B. Vancouver, Ohio University, Pursuing the Lost Cause: A Computational Model of Goal Choice
Justin M. Weinhardt, University of Calgary, David B. Johnson, University of Central Missouri, Integrating Theories of Motivation and Economics: A Mathematical Approach
Submitter: Xiaofei Li, lixiaofei0724@gmail.com
77. Alternative Session Type: 3:30PM-4:50PM 203 B
What Does Good Performance Management Look Like? An Appreciative Inquiry
Performance management is one of the most difficult and often the most critiqued aspects of workforce management. This session takes a positive approach with 4 panelists reviewing examples of a range of highly effective performance management systems. A panel discussion in which key themes are further considered is integrated.
Steven T. Hunt, SAP SuccessFactors, Co-Chair
Layla R. Mansfield, Portland State University, Co-Chair
Gabriela I. Burlacu, SAP SuccessFactors, Presenter
Paul Karavis, New York Life, Presenter
Mei Kim, Capital Group, Presenter
Paul E. Levy, University of Akron, Presenter
Submitter: Layla R. Mansfield, laylam@pdx.edu
78. Alternative Session Type: 3:30PM-4:50PM 204 A
IGNITE + Panel: Lessons From the Field: Change (Sometimes) Happens
Four organizations share stories of change management initiatives gone “not so right,” analyzed through the lens of Lewin’s change model. Challenges and lessons learned will be the main foci of these practitioners’ organizational stories. After IGNITE intros, the format shifts to interactive panel discussion.
Laurie E. Wasko, Select International, Presenter
Erica N. Drew, DaVita Healthcare Partners, Presenter
Nicolle Friedman, Southwest Missouri State University, Presenter
Matthew K. Minton, Verizon, Presenter
Samantha A. Morris, MillerCoors, Presenter
Sean D. Robinson, MillerCoors, Presenter
Rose Keith, Select International, Presenter
Submitter: Laurie E. Wasko, lwasko@selectintl.com
79. Panel Discussion: 3:30PM-4:50PM 204 B
Contemporary Issues in Occupational Credentialing
Certification and licensure play important roles in today’s professions, yet relatively little recent guidance exists on best practices in developing, validating, administering and maintaining these exams. This panel will discuss practical, political, legal, and technical issues practitioners and weigh in on how the changes in the standards may influence them.
Samantha Holland, DCI Consulting Group, Inc., Chair
Alexander Alonso, Society for Human Resource Management, Panelist
Rebecca L. Fraser, U.S. Office of Personnel Management, Panelist
Lorin M. Mueller, Federation of State Boards of Physical Therapy, Panelist
John A. Weiner, PSI, Panelist
Submitter: Samantha Holland, samahol@gmail.com
80. Symposium/Forum: 3:30PM-4:50PM 205 A
Contemporary Approaches to Person–Environment Fit Research
Decades of research underscores the importance of person–environment (P–E) fit on employees’ attitudes and behavior. The goal of this session is to introduce novel methodological approaches to enhance the precision with which we examine, and ultimately, understand the P–E fit phenomenon.
Crystal M. Harold, Temple University, Chair
Allison S. Gabriel, University of Arizona, Michael A. Daniels, University of British Columbia, Gary J. Greguras, Singapore Management University, James M. Diedfendorff, University of Akron, Fit for One or for All? Profiles of Perceived Fit
Crystal M. Harold, Temple University, In-Sue Oh, Temple University, Brian C. Holtz, Temple University, Soojung Han, Temple University, Robert Giacalone, Daniels College of Business, P–E Fit, Frustration, and Discretionary Work Behaviors: A Multifoci Approach
Scott M. Soltis, University of Kentucky, Leveraging Social Network Analysis in Person–Environment Fit Research
Tae-Yeol Kim, City University of Hong Kong, Amy L. Kristof-Brown, University of Iowa, Yahua Cai, Shanghai University of Finance and Economics, Person–Job Fit as a Dynamic State
Joanna McDouall, University of Calgary, Derek S. Chapman, University of Calgary, Personality and Person–Organization Fit: An Examination of Fit Styles
Submitter: Crystal M. Harold, charold@temple.edu
81. Panel Discussion: 3:30PM-4:50PM 205 B
Let’s Get Visual: Best Practices for Data Visualization
This session will define data visualization from academic and applied perspectives and offer a set of best practices for using data visualization to enhance how we design and present quantitative and qualitative information to user groups in various contexts, from print materials to interactive presentations and graphical user interfaces.
Chantale Wilson, Air Force Research Laboratory, Co-Chair
Winston R. Bennett, Jr., Training Research Laboratory, Co-Chair
Christopher Antonik, Air Force Research Laboratory, Panelist
Evan F. Sinar, Development Dimensions International (DDI), Panelist
Jerred Holt, Air Force Research Laboratory, Panelist
Megan B. Morris, Ball Aerospace, Panelist
Submitter: Chantale Wilson, chantalewilson@gmail.com
82. Symposium/Forum: 3:30PM-4:50PM 206 A
Identifying and Developing Leadership Potential: A Global Perspective

Identifying and developing leaders is a universal challenge. However, what is the nature of leadership and “high potentials” in a global context? This symposium presents recent conceptualizations and research on leadership from different parts of the World. Issues in the definition, measurement, and development of leadership will be presented.

Ronald C. Page, Assessment Associates International, Chair
Kenneth P. De Meuse, Wisconsin Management Group, Discussant
Neal M. Askanasy, University of Queensland, Paul J. Hanges, University of Maryland, Asian Versus Anglo Leadership: A Comparative Analysis of GLOBE Study
Theo H. Veldsman, University of Johannesburg, Aletta Odendaal, University of Johannesburg, Leadership Requirements in Emerging Countries: Identification, Growth and Development

Anna V. Leybina, Moscow Metropolitan Governance University, Maria Kostromina, Moscow Metropolitan Governance University, Identifying and Developing Leadership Talent: A Perspective From Eastern Europe

Submitter: Ronald C. Page, ronald.page@aai-assessment.com

83. Symposium/Forum: 3:30PM-4:50PM 207 A
Digging Deeper Into the Darkness: Advances in Dark Personality Research

Research on dark personality in organizations has primarily focused on outcomes. This set of researchers move beyond basic relationships to explore the questions as to what dark personality is, why people engage in such behaviors, the processes underlying such behaviors, and whether or not they are always negative.

Seth M. Spain, Binghamton University, Chair
Peter D. Harms, University of Alabama, Discussant
Jeff Foster, Hogan Assessment Systems, Blaine H. Gaddis, Hogan Assessment Systems, Defining Derailers: Examining Narcissism to Shed Light on Dark Personality
Dustin Wood, University of Alabama, Why Be Bad? A Functionalist Approach to Understanding Dark Personality
Bradley J. Brummel, The University of Tulsa, The Relationship between Narcissism and Prosocial Behaviors
Regina-Viola Frey, German Graduate School of Management, Marion Buttgen, University of Hohenheim, Finding the Good in the Bad? Narcissism and Life Success

Submitter: Peter D. Harms, ptharms@cba.ua.edu

84. Symposium/Forum: 3:30PM-4:50PM 207 B
Novel Insights Into Leader Personality: Traits, States, and Dynamics

Scholarship on leader personality continues to be a large and vivid area of organizational research. This symposium brings together 5 innovative studies that further understanding of the traits that characterize top level leaders and the conditions under which leader personality impacts subordinates.

Bart Willie, Ghent University, Chair
Filip De Fruyt, Ghent University, Co-Chair
Bart Willie, Ghent University, Nikola Trbovic, Hudson Research and Development Centre, Top Leader Personality: Gender Differences and Development
Dustin Wood, University of Alabama, Peter D. Harms, University of Alabama, How Parents and Attachment Style Shape Characteristics Preferred in Leaders
Brian S. Connelly, University of Toronto, Michael P. Wilmot, University of Minnesota, Ute R. Huelsheger, Maastricht University, Deniz S. Ones, University of Minnesota, Colin G. DeYoung, University of Minnesota-Twin Cities, Theoretical and Statistical Advances in Predicting Leadership From Personality Traits
Deanne N. Den Hartog, University of Amsterdam, Annelie H de Hoog, Vrije Universiteit Amsterdam, Frank D. Beltschak, University of Amsterdam, Reducing Negative Effects of Leader Machiavellianism Through Organization’s Rules Climate
Edina Doci, Vrije Universiteit Brussel, Joep Hofmans, Vrije Universiteit Brussel, The Spillover of State Core Self-Evaluations Within the Leader–Subordinate Dyad

Submitter: Bart Willie, bart.wille@ugent.be

85. Panel Discussion: 3:30PM-4:50PM 207 C
Resilience: Clarifying Conceptual Issues in Current Research

This panel will review the current state of resilience research. Although a popular topic among researchers and applied professionals, the topic lacks conceptual clarity. Three themes will be discussed, as well as strategies to enhance future research on resilience.

Julie A. Steinke, The MITRE Corporation, Co-Chair
Kristin M. Repchick, George Mason University, Co-Chair
Thomas W. Britt, Clemson University, Panelist
Debra Steele-Johnson, Wright State University, Panelist
Lois E. Tetrick, George Mason University, Panelist

Submitter: Julie A. Steinke, julieannesteinke@gmail.com

86. Symposium/Forum: 3:30PM-4:50PM 207 D
Putting Feelings in Context: Research on Relationships and Affect

The quality of employees’ work-related relationships is intertwined with employees’ affective experiences of work. In this symposium, 4 papers seek to illuminate when and how employees’ feelings are influenced by their social context. Studies focus on relationships at different levels, including relationships with one’s work, peers, and organization.

Catherine Ott-Holland, Google, Inc., Co-Chair
Jennifer J. Brown, Google, Co-Chair
Daniel J. Beal, Virginia Tech, Discussant
Catherine Ott-Holland, Google, Inc., LMSC and LMX-Related Emotions: Examining Attributional and Justice as Moderators
Jennifer J. Brown, Google, Fake It ’Til You Make It: The Impostor Syndrome
Samantha A. Conroy, Colorado State University, Emilia Djurdjevic, University of Rhode Island, When Do Pay Raises Make Us Happy?

Submitter: Catherine Ott-Holland, c.ott holland@gmail.com

87. Symposium/Forum: 3:30PM-4:50PM 303 A
Workplace Mindfulness: New Directions for Research and Practice

As interest in mindfulness at work continues to grow, this symposium brings together 4 research papers that collectively move the workplace mindfulness literature in novel and exciting directions. The studies represent a mix of methodologies, samples, and approaches to the study of mindfulness.

Tammy D. Allen, University of South Florida, Chair
Tammy D. Allen, University of South Florida, Lillian T. Eby, University of Georgia, Melissa E. Mitchell, University of Georgia, Jessica L. Mullenburg, University of Georgia, Relationship Between Mindfulness and Organizational Performance: An Organizational Level Analysis
Michael A. Daniels, University of British Columbia, Adam A. Kay, University of British Columbia, Daniel Skarlicki, University of British Columbia, Mindfulness and Performance: Exploring the Mediating Role of Humility
Junjie Su, University of Maryland College Park, Paul J. Hanges, University of Maryland, Mindfulness Matters: Moderating the Effects of Ethical Self-Concept on Overclaiming
Christian N. Thoroughgood, Northeastern University, Katina Sawyer, Villanova University, Jennica R. Webster, Marquette University, The Buffering Effects of Mindfulness on Workplace Discrimination and Paraoccupy

Submitter: Tammy D. Allen, talien@mail.usf.edu

88. Symposium/Forum: 3:30PM-4:50PM 303 B
Women and Career Development: Stereotypes, Challenges, and Obstacles

Since women first started entering the workforce, their career progress has been compromised by gender stereotypes (and resulting expectations) on how women should act in the workplace. This symposium brings together papers that investigate how women are perceived and treated differently at varying career stages in today’s business world.

Juan Madera, University of Houston, Co-Chair
Yi Wang, Bowling Green State University, Co-Chair
Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, Discussant
Juan Madera, University of Houston, Michelle (Mikki) Hebl, Rice University,
89. Panel Discussion: 3:30PM-4:50PM 303 C
Opening the Black Box: Legal Implications of Big Data Algorithms
There are legal implications when using big data algorithms in employment contexts but no guidance on this topic in I-O psychology. A panel of lawyers and I-O psychologists will discuss how these algorithms may produce discriminatory employment outcomes, the possible legal consequences under Title VII, and risk mitigation strategies.
A. James Illingworth, Geode People, Inc., Chair
Eric M. Dunleavy, DDI Consulting Group, Panelist
Heather Morgan, Paul Hastings, Panelist
Anna Y. Park, Equal Employment Opportunity Commission, Panelist
David B. Schmidt, Development Dimensions International (DDI), Panelist
Submitter: A. James Illingworth, ajillingworth@geodepeople.com

90. Panel Discussion: 3:30PM-4:50PM 303 D
Integrating Virtual Facilitation Best Practices into I-O Methods
Experienced I-O practitioners and federal consultants will discuss methods and strategies for overcoming the challenges of, or perceptions associated with, virtual environments. The discussion will focus on experiences and strategies for keeping stakeholders engaged in virtual meetings, integrating virtual components into I-O methodologies, and advice for building a virtual program.
Shelly D. Butler, SRA International, Co-Chair
David R. O’Connell, SRA International, Inc., Co-Chair
Shrish P. Willett, FMP Consulting, Panelist
Elizabeth F. Matt, Deloitte Consulting, Panelist
Christopher King, CRK Learning, Panelist
Kristy Townsend, SRA, International, Panelist
Peter W. Seely, FMP Consulting, Panelist
Submitter: David R. O’Connell, dro2206@gmail.com

91. Poster Session: 4:30PM-5:20PM Ballroom A-E
Testing/Assessment
91-1 Predictors of Manned and Unmanned Aircraft Pilot Job Performance
Big 5 personality and aptitude measures were evaluated as predictors of job performance among remotely piloted (unmanned) aircraft and traditional manned aircraft pilots. Despite generally similar aptitude and trait predictors, emotional stability and conscientiousness were stronger predictors of job performance for unmanned aircraft pilots than for traditional pilots.
Laura G. Barron, U.S. Air Force
Thomas R. Carretta, U.S. Air Force
Mark R. Rose, U.S. Air Force
Submitter: Laura G. Barron, laura.barron@us.af.mil

91-2 Multi-Tasking as Predictor of Performance: Validity Beyond Serial Single-Task Assessments
Although multitasking assessments have shown to predict performance, their value beyond separate serial assessment on individual tasks is unclear. This study compared concurrent and serial assessments—based on identical constituent tasks—for predicting pilot training performance. Multitasking better predicted flying and academic performance relative to any composite of serial single-task scores.
Laura G. Barron, U.S. Air Force
Mark R. Rose, U.S. Air Force
Submitter: Laura G. Barron, laura.barron@us.af.mil

91-3 Practical Implications of SEM-Based Versus SEE-Based Banding
This research study demonstrated that the calculations of standard error of difference for statistical banding based on 2 different formulations—SEM (Cascio et al., 1991) and SEE (Lord & Novick, 1968)—produced different mean scores on predictor and criterion measures, adverse impact ratios, and return on investment.
Bharati B. Belwal, Louisiana Tech University
Olivia C. Reinecke, Louisiana Tech University
Frank P. Igoe, Louisiana Tech University
Jennifer A. Higgins-Cavanaugh, Aon Hewitt
Submitter: Olivia C. Reinecke,ocreinecke@gmail.com

91-4 Hiring for Adaptability: It Depends on the Situation
This study tested the utility of using situational strength in an assessment context. There was partial support for the idea that those high in adaptability exhibit the most adaptive performance under moderate situational strength. Implications for the use of situational strength and contextualization in selection are discussed.
Sarena Bhatia, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Sarena Bhatia, sbhatia@msu.edu

91-5 Accuracy of Cross-Validated R-Squared Estimates With Predictor Selection
This study employed a Monte Carlo design to examine whether sample-based and formula-based estimates of cross-validated R-squared differ in accuracy when predictor selection is performed. Results demonstrated that, with 1 exception, the modified Burket equation was substantially as accurate as a sample-based estimate of the cross-validated R-squared.
Reagan D. Brown, Western Kentucky Univ
Submitter: Reagan D. Brown, reagan.brown@wkul.edu

91-6 Can You Score Me Now? GMA Testing using Mobile Devices
The present study examines score differences in a speeded, general mental ability test between participants using mobile and non-mobile devices. Contrary to past research, we did not find meaningful differences in scores or items completed between device groups. We discuss the implications of these findings and directions for future research.
Matthew I. Brown, Wonderlic, Inc.
Michael Grossenbacher, Wonderlic, Inc.
Daniel Nguyen, Wonderlic Inc.
Submitter: Matthew I. Brown, brown2mi@cmich.edu

91-7 Specific Abilities May Increment Psychometric g for High Ability Populations
Analyses demonstrate that specific ability tests may add incremental prediction to general cognitive ability and the primary cognitive group factors against work-related criteria for high-ability occupations. Specifically, the Cyber Knowledge test predicted occupational performance beyond psychometric g. These results are consistent with expectations from Spearman’s law of diminishing returns (SLODR).
Kristophor G. Canali, US Army Research Institute
Peter Legree, U.S. Army Research Institute
James C. Meaden, George Mason University
Submitter: Kristophor G. Canali, kgc99001@yahoo.com

91-8 What Was That? Investigating Distractions on Test Performance and Reactions
Little is known about how differences in the test environment affect candidate test performance and reactions. This study examines test environment distractions and shows that distractions negatively affect test performance and applicant reactions, certain factors are more distracting than others, and distractions partially explain differences in proctored and mobile environments.
Luye Chang, Select International, Inc.
Amie D. Lawrence, Select International, Inc.
91-9 Leveraging O*NET for Validity Generalization of Competency-Based Assessment
This study outlines and demonstrates an approach to validity generalization for competency-based assessments. This technique leverages O*NET data to establish job-specific evidence for behavior and competency similarities and alignment with critical job elements. The approach presented here is a standardized and scalable method to generalizing validity evidence for competency-based tools.

Christopher J. L. Cunningham, The University of Tennessee at Chattanooga/LogiServe
Robert Harste, The University of Tennessee at Chattanooga/LogiServe
Submitter: Christopher J. L. Cunningham, cjcunningham@gmail.com

91-10 Entrepreneurial Orientation: Can It Be Measured in an Assessment Center?
An assessment center (ac) rating instrument of entrepreneurial orientation (eo) was designed and validated against a managerial rating instrument using 4 trained raters who observed 60 archival project management exercises. Discriminant validity was established for the 2 dimensions of Innovativeness and opportunity recognition that managerial instruments may not capture.

Matt P. DeGennaro, San Francisco State University
Submitter: Matt P. DeGennaro, degennaromatt@yahoo.com

91-11 More Than GMA: Specific Cognitive Abilities Predicting Complex Skill Acquisition
The modern workplace demands employees who are capable of quickly acquiring complex skills. Identifying people with this potential may be helped by looking beyond intelligence and incorporating other facets of cognitive ability. Support for this idea was found in this study.

Rachel C. Dreibelbis, University of South Florida
Logan M. Steele, University of Oklahoma
Matthew T. Allen, U.S. Department of Defense
David W. Dorsey, U.S. Department of Defense
Submitter: Rachel C. Dreibelbis, rdreibelbis@mail.usf.edu

91-12 Creative Performance is a Viable Criterion for Personnel Selection
Creative performance is rarely used as a criterion for staffing decisions because it is hard to predict and typically valued less than task performance. This simulation shows that predictor composites can be helpful by looking beyond intelligence and incorporating other facets of cognitive ability. Support for this idea was found in this study.

Allen P. Goebi, University of Minnesota
Jeff A. Jones, Korn Ferry
Nathan R. Kuncel, University of Minnesota
Submitter: Allen P. Goebi, goebi005@umn.edu

91-13 Thinking, Fast and Slow: A Conceptual Framework for SJT Performance
This study proposes a theory of SJT performance based on dual-process theories of cognition. Using a large archival dataset, this study provides evidence which supports that respondents appear to rely on heuristic-based reasoning when choosing most effective responses and more deliberate reasoning when choosing least effective responses to SJT items.

James A. Grand, University of Maryland
Matthew C. Reeder, Human Resources Research Organization (HumRRO)
Matthew T. Allen, U.S. Department of Defense
Submitter: James A. Grand, grandjam@umd.edu

91-14 Including Moderator Effects When Deriving Job-Component Validation (JCV) Models
This study examined the assumption that noninteractive multiple regression is adequate to derive “synthetic” job-component validity (JCV) models. Results indicated that including interaction terms substantially improved model fit, underscoring the need to develop theory-based explanations for why moderation exists, and to search for moderators when deriving JCV models.

Robert J. Harvey, Virginia Tech
Submitter: Robert J. Harvey, harveyrj@vt.edu

91-15 Exploration of Physical Ability Test (PAT) Weighting and Cutoff Strategies
Data collected from an operational PAT program were used to explore alternative weighting strategies, mean group differences associated with weighting strategies, and adverse impact found for different passing scores on the test batteries. Practice implications include weighting of PATs and tradeoffs involved in using multiple-hurdle versus compensatory scoring strategies.

Calvin C. Hoffman, Alliant International University/LA County Sheriff's Department
James Hsiao, Alliant International University
Daniel Kowallis, LA County Sheriff's Department
C. Chy Tashima, LA County Sheriff's Department
Submitter: Calvin C. Hoffman, calhoffman00@gmail.com

91-16 Applicant Distortion and Departures from Linearity: From Lab to Field
Three studies were conducted to examine how applicant distortion impacts the normally linear construct relationships of personality inventories. Increase in the amount of faking, whether systematically varied or observed in real-life applicants, resulted in predictable departures from linearity of criterion-related validity. Such departures were not observed for the incumbent sample.

Ye Ra Jeong, Central Michigan University
Neil Christiansen, Central Michigan University
Douglas E. Haaland, Eaton Corporation
Gary N. Burns, Wright State University
Mei-Chuan Kung, Select International, Inc.
Submitter: Ye Ra Jeong, yerajeong@gmail.com

91-17 Long Term Strategic Thinking: Predictor Construct for Performance and Sustainability
After initial development and validation, a measure of long term strategic thinking (LTST) was evaluated with a sample of working adults. In addition to discriminant validity regarding intelligence and personality, LTST predicted performance and environmental citizenship well. Performance and engagement in sustainable behavior were also correlated.

Robert G. Jones, Missouri State University
Emily Corwin, EFICO Corporation
Shelby Anderson, Target, Inc.
Michael G. McKenna, University of Missouri-St. Louis
Submitter: Robert G. Jones, robertjones@missouristate.edu

91-18 More Than Money: SAT Validity in Socioeconomically Homogeneous Subgroups
This study grouped 448,000 students by race and into narrow family income groups and even within these highly homogeneous groups, test scores predicted college GPA. Test scores do not merely reflect SES but reflect a student’s ability to succeed in college.

Nathan R. Kuncel, University of Minnesota
Kyle D. McNeal, University of Minnesota
Paul R. Sackett, University of Minnesota
Submitter: Kyle D. McNeal, mcneal039@umn.edu

91-19 Expanding the Criterion Domain: Assessment Centers and Relationship Maintenance Behaviors
This study examined the relationship between assessment center (AC) ratings and various conceptualizations of relationship maintenance behaviors (RMBs). Across 5 independent AC samples, our results found that ACs were inadequate predictors of RMBs. However, RMB prediction was found to slightly improve when relationship-oriented AC dimensions were used.

Alexander C. LoPilato, The University of Georgia
Brian J. Hoffman, The University of Georgia
Anne Buckett, PrecisionHR
This study examined psychometric properties associated with retest interval for a diverse selection test battery, including tests of cognitive ability, spatial orientation, and job knowledge. The impact of retest interval on applicants’ score improvement and prediction of academic and performance-based training outcomes were examined across 5 subtests.

Cory M. Molaire, Naval Aerospace Medical Institute
Brennan D. Cox, Naval Health Research Center
Tatana M. Olson, Naval Aerospace Medical Institute
Sabrina M. Drollinger, Naval Aerospace Medical Institute
Eric S. Vorm, Naval Aerospace Medical Institute
Submitter: Tatana M. Olson, tmol4@hotmail.com

91-21 The Impact of Score Banding on Criterion Related Test Validity
This study examined the relationship between score banding and test validity for a diverse selection test battery, including tests of cognitive ability, spatial orientation, and job knowledge. Comparisons of validity coefficients between rank-order and score bands of various sizes were examined for academic and performance-based training outcomes.

Cory M. Molaire, Naval Aerospace Medical Institute
Brennan D. Cox, Naval Health Research Center
Tatana M. Olson, Naval Aerospace Medical Institute
Michael W. Natali, Naval Aerospace Medical Institute
Sabrina M. Drollinger, Naval Aerospace Medical Institute
Submitter: Tatana M. Olson, tmol4@hotmail.com

91-22 The Effects of Prompt Specificity on Construct Saturation in Intercultural SJTs
Using a randomized predictive validity design, construct-saturations of intercultural situational judgment tests is contrasted with general (N = 158) versus specific (N = 157) response-prompts. Prompt specificity increased cognitive saturation and predictive validity for task performance, but decreased openness to experience saturation and predictive validity for cultural intelligence. Prompt specificity did not impact predictive validity for citizenship behaviors. Theoretical and practical implications are discussed.

Thomas Rockstuhl, Nanyang Technological University
K. Yee Ng, Nanyang Technological University
Soon Ang, Nanyang Technological University
Filip Lievens, Ghent University
Submitter: Thomas Rockstuhl, TRockstuhl@ntu.edu.sg

91-23 Differential Prediction of American Indian Students’ Performance: Examining Omitted Variables
Using the omitted variables framework, this study examined causes of differential prediction for American Indians when using SAT scores to predict college performance. Results demonstrated that differential prediction was reduced when explanatory variables were included in the predictive model. The individual predictor that reduced differential prediction most was high school grades.

Siwen Shu, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitter: Siwen Shu, shux069@umn.edu

91-24 Predicting College Performance of American Indians With the SAT
This study examined for American Indians (a) the predictive and incremental validity of SAT over high school grades, (b) the effect of socio-economic status on SAT validity, and (c) differential prediction in the use of SAT scores. Results provided substantial evidence of the validity and fairness of SAT for American Indians.

Siwen Shu, University of Minnesota
Submitter: Siwen Shu, shux069@umn.edu

91-25 Relative Reliance on Tests Versus Grades in College Admissions
This study tests the assumption of overreliance on test scores in college admissions, as well as determines what factors are linked to this reliance. It is found that, in fact, schools tend to select on test scores and grades relatively equally, and in predictable ways.

Melissa S. Stemig, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitter: Melissa S. Stemig, stem0059@umn.edu

91-26 Content Validation of Personality Measures for Personnel Selection
The authors highlight inconsistencies regarding guidelines and standards pertaining to content validation of personality measures in the employee selection context. They further discuss how to gather content validity evidence for personality measures, as well as the use of content validation to support the use of personality measures for selection purposes.

Sarah T. Sullivan, University of Tulsa
Christopher R. Milane, University of Tulsa
David M. Fisher, University of Tulsa
Submitter: Christopher R. Milane, crmilane@tulsa.edu

91-27 Know Your Tenant! Personality as a Predictor of Tenant Behavior
This paper examined the relationship between tenant behaviors and the Big 5. Findings indicated a significant relationship between self-reported tenant behaviors and personality constructs. Specifically, Agreeableness, Conscientiousness, and Emotional Stability showed significant relationships with multiple behavioral domains of tenant behavior.

Michael A. Tapia, PersonAssessments
Christopher R. Milane, The University of Tulsa
Submitter: Michael A. Tapia, mat692@utulsa.edu

91-28 Diversity–Validity Dilemma of Cognitive Ability: Simulation Versus Typical Measures
This study addresses the diversity–validity dilemma of cognitive ability by comparing subgroup mean differences and validity of a simulation-based measure of cognitive ability with a traditional measure of cognitive ability. Results demonstrate that the simulation based measure has smaller subgroup differences and comparable validity to the traditional measure.

Allison N. Tenbrink, Select International
Kristin M. Delgado, Select International/Wright State University
Ted B. Kinney, Select International
Submitter: Allison N. Tenbrink, atenbrink@selectintl.com

91-29 Simulating the Power of Bayesian Estimation in Personnel Selection
This study investigates Bayesian methods offering to the validation of selection instruments. By simulating a population of cognitive abilities and job performances, Frequentist and Bayesian methods are compared via the power of various sample sizes’ validity coefficients. Results clearly display the advantage that Bayesian methods offer to personnel selection validation.

Isaac Benjamin Thompson, Red Hat
Joshua Siever, North Carolina State University
Joel R. Osgood, North Carolina State University
Submitter: Isaac Benjamin Thompson, thompsonisaac@gmail.com

91-30 Sokoban: A New Measure of Complex Problem Solving
We proposed a planning-execution structure of complex problem solving (CPS), and developed and validated a new game-based measure, namely Sokoban, to assess the two components in a large representative sample (n = 1076). Psychometric analyses provide strong evidence for its reliability, structural validity, measurement invariance, criterion-related validity, and predictive validity.
92. Special Events: 4:30PM-5:60PM  204 C
Theme Track: Making a Difference Together in Impact Action Teams

SIOP members can now team up to make a difference in new impact action teams, teams that bring academics together with practitioners to make a positive local, organizational, or societal impact. In this fully-interactive session, impact action teams will form and establish their vision, goals, and impact plan.

Zachary N.J. Horn, Stitch Fix, Chair
M. Gloria Gonzalez-Morales, University of Guelph, Co-Chair
Ryan C. Johnson, Ohio University, Co-Chair
Enrica N. Ruggs, University of North Carolina at Charlotte, Presenter
Douglas H. Reynolds, Development Dimensions International (DDI), Presenter

Submitter: Zachary N.J. Horn, zackhorn@gmail.com

93. Special Events: 5:00PM-5:50PM  201 A
Distinguished Early Career Contributions-Science Award: Test Bias, Differential Validity, and Other Things Along the Way

Test bias, especially differential validity, was practically a settled issue in I-O. So, why would someone spend half his early career studying this? What was he thinking? What did he find? Where to next? Award winner Christopher Berry discusses all this and some other things that happened along the way.

Paul R. Sackett, The University of Minnesota, Host
Christopher M. Berry, Indiana University, Presenter

Submitter: Paul R. Sackett, psackett@umn.edu

94. Special Events: 5:00PM-5:50PM  201 B
M. Scott Myers Award: From Research to Practice: Evolution of High-Stakes Workplace Personality Assessment

Our presentation will summarize advances in personality theory and psychometric technology that provide a foundation for high-stakes workplace personality assessment. We will discuss how research on the structure of personality, forced-choice modeling, computerized adaptive testing, and aberrant responding was implemented in the U.S. Army Tailored Adaptive Personality Assessment System (TAPAS).

Neal W. Schmitt, Michigan State University, Host
Fritz Drasgow, University of Illinois at Urbana-Champaign, Presenter
Stephen Stark, University of South Florida, Presenter
Olexander Chernyshenko, Nanyang Technological University, Presenter
Christopher D. Nye, Michigan State University, Presenter
Len White, U.S. Army Research Institute, Presenter
Tonia S. Heffner, U.S. Army Research Institute, Presenter

Submitter: Neal W. Schmitt, schmitt@msu.edu

95. Panel Discussion: 5:00PM-5:50PM  201 C
More Than Theory, Training Evaluation in Practice

Organizations’ desire for increased accountability leads to challenges and opportunities in measuring training impact and evaluating program effectiveness. The capture of metrics and performance data is increasing across training initiatives. This panel brings together internal and external practitioners to discuss evaluation challenges and approaches.

Melissa M. Harrell, Google, Chair
Cristina I. Gutierrez, Starwood Hotels & Resorts, Panelist
Chris Kubislik, CEB, Panelist
Julie S. Lyon, Google, Panelist
Tiffany R. Poepelmann, LinkedIn, Panelist
Jessica Thornton, Wells Fargo, Panelist

Submitter: Jessica Thornton, jess.thornton@gmail.com

98. Community of Interest: 5:00PM-5:50PM  203 A
Unobtrusive Measurement in I-O: Overcoming Practical, Methodological, and Ethical Issues

Kara L. Orvis, Aptima, Inc., Host
Christopher P. Cerasoli, Group for Organizational Effectiveness, Host
Jamie S. Donsbach, Group for Organizational Effectiveness, Coordinator

99. Special Events: 5:00PM-5:50PM  203 B
Executive Board Special Session: Revised Guidelines for Education at the Master’s and Doctoral Level

The Education and Training Committee of SIOP has revised the Guidelines for Education and Training in I-O Psychology at the Master’s and PhD level. This session will briefly review the process the committee took to revise the Guidelines and present revised copies to conference attendees.

Stephanie C. Payne, Texas A&M University, Chair
Whitney Botsford Morgan, University of Houston-Downtown, Panelist
Joseph A. Allen, University of Nebraska at Omaha, Panelist

Submitter: Stephanie C. Payne, scp@tamu.edu

100. Special Events: 5:00PM-5:50PM  204 A
Invited Session: I-Os at the M&A Table: Bringing Rigor to Culture Integration

In an economy where mergers and acquisitions (M&As) are becoming frequent, there is need for I-O psychology expertise in the realm of change management, culture integration, leadership, and so on. Practitioners and researchers will present real life examples from M&A deals and why I-Os need to have a seat at the table.

Madhura Chakrabarti, Deloitte Consulting, Chair
Jacki Bassani, Willis Towers Watson, Presenter
Levi R. Nieminen, Denison Consulting, Presenter
Mark Royal, Hay Group, Presenter
Jolene L. Skinner, Sitel, Presenter

Submitter: Enrica N. Ruggs, eruggs@uncc.edu

101. Alternative Session Type: 5:00PM-5:50PM  204 B
Putting Analytics to Use: Let’s Get Down to Business

Presenters from 7 organizations will share details about analytics initiatives and their business impact. The presenters will clarify how they have used analytics to improve their workforce practices and make higher quality decisions. After IGNITE explanations of these initiatives, an interactive panel discussion will take place involving the audience.

Ann-Marie Castille, Novo Nordisk, Inc., Co-Chair
Sara J. Shondrick, Novo Nordisk Inc., Co-Chair
Leigh S. Winik, Novo Nordisk, Inc., Presenter
Adam T. Myer, Johnson & Johnson, Presenter
Paul Rubenstein, Aon Hewitt, Presenter
Elizabeth A. McCune, Microsoft Corporation, Presenter
Anne-Sophie Deprez-Sims, APTMetrics, Inc., Presenter
Richard J. Chambers, II, PepsiCo, Presenter
Megan Chandler, Marriott International, Presenter

Submitter: Ann-Marie Castille, ar2636@gmail.com

102. Symposium/Forum: 5:00PM-5:50PM  205 A
Family Supportive Supervisor Behaviors and Their Impact on Specific Populations

Family supportive supervisor behavior (FSSB) is a relatively recent addition to the work–family domain, therefore necessitating substantial research evaluating its characteristics and application. This symposium contributes to those ends, examining the construct’s nomological network and subsequently its usage and benefits for unique employee populations (single childless employees, part-time shift workers).

Maura J. Mills, Hofstra University, Chair
Teri L. Crain, Colorado State University, Discussant
Michael Litano, Old Dominion University, Debra A. Major, Old Dominion University, Rachel E. Green, Old Dominion University, Xiaoxiao Hu, Old Dominion University, Examining Missing Links Between FSSB and FSOP: Moderated Mediation Model

Pedro I. Leiva, Universidad de Chile, Hector Madrid, Ponticia Universidad
When the Going Gets Tough: Tools for Building Resilience

Processes

Illustrations of Innovative Technology Applications to HR

Impact of Research Reproducibility and Study Registration on I-O Psychology

Submitter: Maura J. Mills, Maura.Mills@hofstra.edu

Amanda R. Pettey, California State University-San Bernardino, Mark D. Agars, California State University-San Bernardino, Hio Tung Kuan, California State University-San Bernardino, Maranda L. Castillo, California State University-San Bernardino, FSSB, Flexibility and Work-Family: Solutions for Low Wage Workers?

When the Going Gets Tough: Tools for Building Resilience

103. Panel Discussion: 5:00PM-5:50PM 205 B

Impact of Research Reproducibility and Study Registration on I-O Psychology

Leaders in the field discuss trends in study registration and research reproducibility on I-O research, publication, the file drawer problem, and the accumulation of scientific knowledge. These trends might mitigate publication bias and provide a useful standard for quality of data analysis.

Jennifer L. Gibson, Fors Marsh Group, Chair
Frank A. Bosco, Jr., Virginia Commonwealth University, Panelist
Gild Chen, University of Maryland, Panelist
Jose M. Cortina, George Mason University, Panelist
Ronald S. Landis, Illinois Institute of Technology, Panelist

Submitter: Jennifer L. Gibson, JGibson@forsmarshgroup.com

104. Symposium/Forum: 5:00PM-5:50PM 206 A

Illustrations of Innovative Technology Applications to HR

This symposium presents 4 case studies illustrating how continued adoption of advanced technological capabilities are creating opportunities for innovation within the areas of recruitment, selection, and project management. The nascent applications of computer-based technology provide illustrations of continued advancements to the field of HR technology.

Nathan A. Bowling, Wright State University, Co-Chair
Jana L. Raver, Queen’s University, Co-Chair
Manuela Priesemuth, Wilfrid Laurier University, Sharon B. Sheridan, University of Central Florida, Aiding of What? Moral Courage, Workplace Abuse and Prosocial Behavior

Christa P. Bupp, Florida Institute of Technology, Erin M. Richard, Florida Institute of Technology, MyCareer@VA: Using Technology for Targeted Career Development

Nick C. Koenig, Wal-Mart, Michael D. Reeves, SHAKER, Chair
Daly Vaughn, SHAKER, Co-Chair

Submitter: Daly Vaughn, dalvaughn@gmail.com

105. Alternative Session Type: 5:00PM-5:50PM 207 A

When the Going Gets Tough: Tools for Building Resilience

The need for employees to demonstrate resilience is increasingly important in today’s volatile business environment. Resilience experts will engage the audience in interactive exercises geared toward building resilience in the workplace. After a brief introduction of the resilience concept, the format will shift to audience participation in resilience interventions.

Minam T. Nelson, Aon Hewitt, Co-Chair
Yael Oelbaum, The Graduate Center & Baruch College, CUNY, Co-Chair
Christopher Selenta, Aon Hewitt, Co-Chair
James B. Avey, Central Washington University, Presenter
Michael A. Pearn, Pearn Consulting LLC, Presenter

Submitter: Christopher Selenta, cselenta@hotmail.com

106. Symposium/Forum: 5:00PM-5:50PM 207 B

Novel Approaches to Situational Judgment Tests: Methods and Applications

There has been a dramatic increase in situational judgment test (SJT) research and applications in the past 25 years, and they are now a widely used personnel selection device. This symposium presents novel approaches to SJT methodology (e.g., comparing multiple- and single-response designs) and applications (e.g., measuring coping strategies).

Harrison J. Kell, Educational Testing Service, Chair
Michelle Martin-Raugh, Educational Testing Service, Co-Chair
Jan Corstjens, Gent University, Filip Lievens, Gent University, Fiona Patterson, University of Cambridge, Fran Cousans, Work Psychology Group, Stuart Martin, Work Psychology Group, Contextualization Effects on Situational Judgment Test Validity in High-Stakes Settings

Michelle Martin-Raugh, Educational Testing Service, Co-Chair
Jan Corstjens, Gent University, Filip Lievens, Gent University, Fiona Patterson, University of Cambridge, Fran Cousans, Work Psychology Group, Stuart Martin, Work Psychology Group, Contextualization Effects on Situational Judgment Test Validity in High-Stakes Settings

Submitter: Michelle Martin-Raugh, mmp5042@gmail.com

107. Symposium/Forum: 5:00PM-5:50PM 207 C

I Saw What You Did! Bystander Responses to Workplace Deviance

Papers in this symposium explore the questions of how, why, and under what conditions bystanders respond to workplace deviance. The results reveal several factors that influence constructive responses to abusive supervision, the reporting of anger expressions and counterproductive work behavior, and decisions to intervene against coworker incivility.

Nathan A. Bowling, Wright State University, Co-Chair
Jana L. Raver, Queen’s University, Co-Chair
Manuela Priesemuth, Wilfrid Laurier University, Sharon B. Sheridan, University of Central Florida, Aiding of What? Moral Courage, Workplace Abuse and Prosocial Behavior

Christa P. Bupp, Florida Institute of Technology, Erin M. Richard, Florida Institute of Technology, Intense Displays of Anger: Perceived Deviance and Bystander Reporting

Nathan A. Bowling, Wright State University, Brian D. Lyons, Elon University, Does Peer Reporting Vary by Type of Counterproductive Work Behavior?
Jana L. Raver, Queen’s University, Jaclyn M. Jensen, DePaul University, Deciding to Intervene: Factors Influencing Third-Party Witnesses of Incivility

Submitter: Jana L. Raver, jramer@business.queensu.ca

109. Symposium/Forum: 5:00PM-5:50PM 303 A

New Insights Into Adverse Impact: Origination, Motivation, and Scale Weighting

Research on the causes and potential practical solutions to adverse impact in employment selection is presented. Evidence regarding situational, motivational, and family-rearing practices contributing to adverse impact are discussed as well as demonstration that problems with pareto-optimal weighting may not be as important as previously thought.

Joo Y. Park, University of Maryland, Co-Chair
Paul J. Hanges, University of Maryland, Co-Chair
Kevin R. Murphy, Colorado State University, Discussant
Jonathan M. Cottrell, University of Illinois at Urbana-Champaign, Daniel A. Newman, University of Illinois at Urbana-Champaign, Explaining Black–White Cognitive Test Gaps: A Meta-Analysis

Paul J. Hanges, University of Maryland, Joo Y. Park, University of Maryland, Eye of the Beholder: Pupil Size, Effort, and Adverse Impact

Q. Chelsea Song, University of Illinois at Urbana-Champaign, Serena Wee, Singapore Management University, Daniel A. Newman, University of Illinois at Urbana-Champaign, Cross-Validating Paredo-Optimal Weights for Reducing Adverse Impact

Submitter: Paul J. Hanges, phanges@umd.edu

110. Alternative Session Type: 5:00PM-5:50PM 303 B

Get Smart About Occupational Health and Well-Being

Attention to employee health and well-being is growing given performance/work role demands brought upon by demographic, technology,
and economic changes and pressures. This session highlights 2 examples of health and well-being initiatives, and helps members understand key elements of and develop recommendations to encourage a health and well-being supportive environment.

Mark L. Poteet, Organizational Research & Solutions, Inc., Chair
Laura L. Freeman, Win With HR, Presenter
Cristina G. Banks, Lamorinda Consulting LLC, Presenter
Natalie R. Goode, Brooks Running Company, Presenter
Jenilyn Hayward, ServiceMaster, Presenter
Donna Roland, CEB, Presenter
Submitter: Mark L. Poteet, mpoteet@verizon.net

111. Panel Discussion: 5:00PM-5:50PM 303 C

¡Hola! So You Have Latin American Clients?
Latin America is a largely untapped market governed by different cultural paradigms, business practices, and HR policies. This session will share the experiences, challenges, and lessons learned from I-O and HR practitioners working with LatAm clients to increase cultural awareness and client success.

Carollaine Garcia, IBM, Co-Chair
Alejandra C. Matamala, IBM, Co-Chair
Pamela Bambaren, Willis Towers Watson, Panelist
Loren Blandon, SABMiller, Panelist
Miryam Hernandez, NBCUniversal, Panelist
Marilena M. S. Sousa, IBM, Panelist
Submitter: Alejandra C. Matamala, amatamala1@gmail.com

112. Alternative Session Type: 5:00PM-5:50PM 303 D

Toothshark Tank for I-O Psychologist-Entrepreneurs
Increasingly I-O psychologists are considering careers that commercialize their scientific research. Using a format based the TV show “Shark Tank,” this session will solicit entrepreneurial psychologists to pitch their ideas to highly successful entrepreneur-psychoologists. Unlike TV, feedback will be developmental and without expectation of funding.

Matt Barney, LeaderAmp, Inc, Chair
William C. Byham, Development Dimensions International (DDI), Presenter
John C. Scott, APTMetrics, Inc., Presenter
Deborah L. Gebhardt, HumRRO, Presenter
Submitter: Matt Barney, drmattbarney@gmail.com

113. Poster Session: 6:00PM-7:00PM Hilton Pacific D

TOP POSTER SESSION

113-1 An Examination of the Method-Change Approach to Reducing Subgroup Differences
Via meta-analysis, this study examines the method-change approach—the use of alternative methods (compared to traditional paper-and-pencil assessments) to reduce subgroup differences after holding constructs constant. The results indicate that for noncognitive constructs there are larger subgroup differences for alternative methods compared to paper-and-pencil assessments of the same constructs.

Olabisi A. Atoba, Texas A&M University
Nathanael L. Keiser, Texas A&M University
Inchul Cho, Texas A&M University
Bryan D. Edwards, Oklahoma State University
Steven Jarrett, Select International
Winfred Arthur, Jr., Texas A&M University
Submitter: Olabisi A. Atoba, bisi.atoba@gmail.com

113-2 Applying I-O Science and Methods to Diagnose Safety Culture Maturity
This study describes the development of an evidence-based safety culture maturity model and validate it using a mixed-methods approach. Validation data indicated that variation in qualitative maturity ratings was associated with quantitative survey data. Implications of this maturity model in terms of intervention design and assessment considerations are highlighted.

Tristan Casey, Sentis, Autumn D. Krauss, Sentis
Submitter: Autumn D. Krauss, autumn.krauss@sentis.net

113-3 Web Scraping: Automatic Extraction of Big Data for I-O Psychology
Theory-driven web scraping offers great potential for I-O psychology research as an accessible method to automatically extract big data. I-O-relevant web scraping investigations are explored, methods are described using a psychology-focused case study, specific resources are explicated, and guidelines for use in psychology research are proposed.

Katelyn J. Cavanaugh, Old Dominion University
Robbie C. Brusso, ICF International
Andrew B. Collmus, Old Dominion University
Richard N. Landers, Old Dominion University
Submitter: Katelyn J. Cavanaugh, katecav217@gmail.com

113-4 Volatility in Leader–Member Relationship Quality: Implications for Daily Well-Being?
This study examines LMX perceptions and employee well-being at the day level. Results showed that LMX perceptions vary significantly within-persons and are indirectly related to follower well-being. Greater variation in LMX perceptions across days was also associated with enhanced vigor supporting the conceptualization of LMX as a dynamic interpersonal resource.

Allison M. Ellis, Portland State University
Talya N. Bauer, Portland State University
Berrin Erdogan, Portland State University
Submitter: Allison M. Ellis, ame2@pdx.edu

113-5 Interrelationships Among Self-Regulatory Processes and Performance in Complex Task Learning
This study examined questions of directionality in the relationships (a) between self-regulated learning processes and performance and (b) among the processes themselves. The results revealed most relationships were bidirectional and were often self-correcting. Collectively these results support the notion of a reciprocal, process-based conceptualization of self-regulation in complex task learning.

Jay H. Hardy, Oregon State University
Eric A. Day, University of Oklahoma
Logan M. Steele, University of Oklahoma
Submitter: Jay H. Hardy, III, jay.hardy@oregonstate.edu

113-6 Comparative Accuracy of Alternative Path-Based Model Selection Strategies.
This study compared the accuracy of newly developed path-related goodness-of-fit measures (Lance, Beck, & Carter, 2015) with RMSEA-P and difference chi-square tests in model selection. Monte Carlo data showed that the new indexes selected the correct model 80% of the time versus 42% and 69% for RMSEA-P and chi-square2 respectively.

Charles E. Lance, Organizational Research & Development
Yi Fan, University of Georgia
Submitter: Yi Fan, fanyiug@berkeley.edu

Drawing on the resource-gain-development framework and identity theory, this study examined the relationship between employees’ use of work–family support policies and supervisor-rated OCB and significant other-rated family satisfaction. It was found that family-to-work enrichment mediated the relationship when employees were high on family identity. No support for work-to-family enrichment was found.

Andrew Li, West Texas A&M University
Adam B. Butler, University of Northern Iowa
Jessica Bagger, California State University, Sacramento
Submitter: Jessica Bagger, jessicabagger@gmail.com

113-8 Follower Political Skill, Leader–Member Exchange, and Performance: A Followership Perspective
Data collected from 368 followers and their team leaders in 66 IT project teams indicates that follower political skill was positively related to LMX quality, which was in turn related to follower performance. Moreover, the relationships between political skill and LMX quality were stronger for
team with high LMX differentiation.

Weipeng Lin, Nankai University
Jenny C. Li, Peking University
Qi Zhang, Purdue University
Submitter: Weipeng Lin, linweipeng11@gmail.com

113-9 Leadership Coaching and Leadership Development: A Field Study
This study investigates inquiry vis-à-vis advocacy coaching approaches. It examined the effects of the 2 coaching approaches on leadership development, using a sample of military officers, who were tracked over 1 year at 4 different points in time using multisource data.
Mei Ling Tan, Nanyang Technological University
K. Yee Ng, Nanyang Technological University
Soon Ang, Nanyang Technological University
Submitter: Mei Ling Tan, tanmeiling@ntu.edu.sg

113-10 Development and Validation of the Workplace Interruptions Measure
The first comprehensive, self-report measure of workplace interruptions derived from a typology that includes intrusions, distractions, discrepancy detections, and breaks was developed. Study 1 finalized a 12-item measure. Study 2 replicated the 4-factor structure and found evidence of predictive validity in relation to workplace stressors and strains.
Stacy Wilkes, Northern Illinois University
Larissa K. Barber, Northern Illinois University
Arielle P. Rogers, Northern Illinois University
Submitter: Larissa K. Barber, lbarber@niu.edu
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**FRIDAY SPECIAL EVENTS:**

**CONTINENTAL BREAKFAST**, presented by Qualtrics
Pacific C-D (HA)
7:30AM TO 8:30AM

**COFFEE BREAKS**
Ballroom A-E (CC)
10:00AM TO 10:30AM
3:00PM TO 3:30PM

**CONCESSION LUNCHES**
Ballroom A-E (CC)
11:30AM TO 1:00PM
(Available for purchase, not included in conference fee)

**SPEED MENTORING - SCIENCE FUNDING**
Pacific A (HA)
5:00PM TO 6:30PM

**SPEED MENTORING - PRACTICE**
Pacific B (HA)
5:00PM TO 6:30PM

**LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES MEETING**
Room 202 B (CC)
4:30PM TO 5:30PM

**LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES SOCIAL HOUR:**
El Capitan (HA)
6:00PM TO 7:00PM

**HA**: Indicates event held at the Hilton Anaheim
**CC**: Indicates event held at the Convention Center
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<th>Start Time</th>
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<td>8:00 AM</td>
<td>119</td>
<td>Technology &amp; Social Media in Organizations</td>
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<td>Military Training Challenges</td>
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**Executive Board Sessions**

Please note that rooms California A-D and Pacific D are in the Anaheim Hilton Hotel. All other rooms are in the convention center.

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**Invited Address**

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**Don’t Miss the Exhibit Hall!**

Remember, the Exhibit Hall closes at 5:30 on Friday. Don’t leave SIOP 2016 without getting all the information you need from our conference partners.

And be sure to pick up all the conference swag!
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<thead>
<tr>
<th>Careers/Mentoring/Socialization/Onboarding/Retirement</th>
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<tbody>
<tr>
<td>141 Executive Onboarding: From Sink or Swim to Supported Transitions, 206 A, 9:00AM</td>
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<tr>
<td>149 Let’s Try Again: Strategies for Increasing Senior-Level Women in Organizations, 201 B, 10:30AM</td>
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<td>168 Friday Seminar: Effective Organizational Socialization and Onboarding, 205 B, 11:30AM</td>
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<tr>
<td>188 21st Century Skills: Why Do They Matter to I-O?, 303 D, 12:00PM</td>
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<td>189 Posters 1, 3-23, Ballroom A-E, 1:00PM</td>
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<td>218 Off the Map Career Paths: Succession, Global Careers, and Beyond, 201 D, 3:30PM</td>
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<td>247 Becoming a Sole Practitioner: Live the Dream; Embrace the Nightmare, 207 B, 5:00PM</td>
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<td>253 Imposter Syndrome: Graduate School and Early Career Experiences on Self-Confidence, 303 D, 5:00PM</td>
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<tr>
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<tr>
<td>133 The Intersection of Leadership Development and Social Contexts, 303 B, 8:30AM</td>
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<td>147 Posters 1, 5, &amp; 17, Ballroom A-E, 10:30AM</td>
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<td>157 Coaching Nightmares: What Would You Do?, 206 A, 10:30AM</td>
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<td>173 Leader Development: Developing Self and Developing Others, 201 B, 12:00PM</td>
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<td>195 Walking the Fine Line: Managing Sticky Coaching Situations, 201 D, 1:30PM</td>
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<td>211 Meditation, Mindfulness, and Flourishing in Organizations, 207 A, 2:00PM</td>
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<td>226 Assessment SNAFUs: Anything Can Happen and It Usually Does, 207 A, 3:30PM</td>
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<td>230 Going Beyond the Label: The Impact of HiPo Identification Programs, 303 A, 3:30PM</td>
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<tr>
<td>162 Playing Nicely in the Sandbox: Forming Effective Consulting Teaming Arrangements, 303 A, 10:30AM</td>
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<tr>
<td>181 So Happy Together: Improving Client and Consultant Relationships, 206 A, 12:00PM</td>
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<td>198 Ignite: Now Sell Me This!, 204 A, 1:30PM</td>
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<td>203 Consulting Without Insulting: Managing Difficult Client Conversations and Interactions, 207 C, 1:30PM</td>
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<td>210 SIOP’s Response to the APA Collusion Report: Making Ethics Matter, 203 A, 2:00PM</td>
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<td>222 IGNITE + Panel Session: Opportunities and Challenges of Network Analysis, 204 A, 3:30PM</td>
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<td>204 Workplace (In)Civility: New Insights Into Contexts, Consequences, and Boundary Conditions, 207 D, 1:30PM</td>
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<td>225 Emerging Research on Employee Sleep and Bad Behavior, 206 A, 3:30PM</td>
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<tr>
<td>135 Posters 1, 10, 11, 16, 17, 19, 22, &amp; 26, Ballroom A-E, 9:00AM</td>
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<td>161 Practical Considerations for Cross-Cultural Use of Self-Report Questionnaires, 207 D, 10:30AM</td>
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<td>140 IGNITE + Panel Discussion: Organizing That’s Out of This World!, 204 A, 9:00AM</td>
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<tr>
<td>143 The Art and Science of Successful Consulting Engagements, 207 C, 9:00AM</td>
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<tr>
<td>182 Simulating Space Missions: Findings From High-Fidelity Research Analogs, 207 B, 12:00PM</td>
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<td>216 From Inputs to Outputs: Understanding the Dynamics of Teams, 201 B, 3:30PM</td>
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<td>245 Examining Team Process and Performance Requirements in Mission Critical Teams, 206 A, 5:00PM</td>
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<td>251 Considering Conflicts Between Team and Individual Benefits, 303 B, 5:00PM</td>
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<td>120 Allies: Finding, Supporting, Developing, and Encouraging Allies in Organizations, 207 A, 8:00AM</td>
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<td>135 Posters 2-9, 12-15, 18, 20, 21, 23, 24, 27 &amp; 28, Ballroom A-E, 9:00AM</td>
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<td>197 Teaching Diversity During Times of Turbulence: A SIOP Teach-In, 203 B, 1:30PM</td>
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<td>199 Women at the Top: Perspectives on Getting There and Staying, 204 B, 1:30PM</td>
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<td>233 Novel Approaches for Enhancing Diversity Training Effectiveness in the Workplace, 303 D, 3:30PM</td>
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<td>249 Leadership in a New Light: Rethinking Our Understanding of Leadership, 207 D, 5:00PM</td>
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| 232 | Beyond Frequentist Paradigms in Legal Scenarios: Consideration of Bayesian Approaches, 303 C, 3:30PM |

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| 155 | Machine Learning in I-O Psychology: Introduction, Application, and Future Directions, 204 B, 10:30AM |
| 202 | Making Big Data Smart: Challenges in Measurement, Analysis, and Validity, 207 B, 1:30PM |
| 212 | Friday Seminar: Big Data Predictive Analytics: A Hands-On Workshop Using R, 205 A, 3:00PM |

### Motivation/Rewards/Compensation

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### Occupational Health/Safety/Strain/Aging

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| 130 | Bridging Aging Research and Policy Making: An International Perspective, 204 B, 8:30AM |
| 169 | Posters 1-12, 14-26, Ballroom A-E, 12:00PM |
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| 221 | Working Longer: Factors Related to Continued Work for Older Workers, 203 B, 3:30PM |
| 228 | Somebody to Lean On: Context-Specific Support at Work, 207 C, 3:30PM |
| 235 | Mindfulness in the Workplace: Current Research, Practice, and Future Directions, 201 A, 5:00PM |

### Organizational Culture/Climate

| 118 | Maximizing Organizational Productivity: Leader Strategies for Promoting Inclusive Climates, 204 A, 8:00AM |
| 248 | Next Generation Methods of Assessing Organizational Culture, 207 C, 5:00PM |

### Organizational Performance/Change/Downsizing/OD

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| 153 | The Military and I-O Psychology: A Century Long Partnership, 203 B, 10:30AM |

### Performance Appraisal/Feedback/Performance Management

| 121 | Interactive Discussion: Where Have All the Ratings Gone?, 207 C, 8:00AM |
| 132 | Performance Management Is Broken, So How Do We Fix It?, 207 B, 8:30AM |
| 142 | The Demise of the Performance Review: Is Rating Research Irrelevant?, 207 A, 9:00AM |
| 206 | Feedback at Work: Bridging Science and Practice, 303 B, 1:30PM |
| 209 | Posters 1, 2, 6, 8, 11, 14, 18, 28, 31, & 32, Ballroom A-E, 2:00PM |

### Personality

| 154 | IGNITE Session: I-O Hot Topics Debate: Dual or Duel?, 204 A, 10:30AM |
| 177 | New and Emerging Research on the Dark Triad of Personality, 203 B, 12:00PM |
| 234 | Posters 1-16, 18-29, Ballroom A-E, 4:30PM |

### Research Methodology (e.g., Surveys)

| 159 | Toward a More Flexible, Real Data Relative Importance Analysis, 207 B, 10:30AM |
| 167 | Friday Seminar: Careless Survey Responding, 205 A, 11:30AM |
| 179 | The Future of the Publication Process in I-O Psychology, 204 B, 12:00PM |
| 201 | Modern Tools and Samples for the Ubiquitous Workplace Survey, 206 A, 1:30PM |
| 223 | From Insights to Action: Making Survey Comments Work for You, 204 B, 3:30PM |
| 241 | Distinguished Early Career Contributions-Practice Award: The Scientific Method and the Myth of the “Theoretical Contribution”, 203 B, 5:00PM |

### Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)

| 119 | Social Media Strikes Selection: Challenges of the Technological Era, 206 A, 8:00AM |
| 145 | Creating and Sustaining Unmanned Aerial Systems: Opportunities for I-O Psychology, 303 A, 9:00AM |
| 164 | Implementing Deep Organizational Change in HR-Focused Consent Decree Situations, 303 C, 10:30AM |
| 170 | Big Data Science Needs: Theory, Training, and Beyond, 203 A, 12:00PM |
| 187 | Ex-Offenders Navigating the Hiring Process: Insights From Research and Practice, 303 C, 12:00PM |
| 191 | Hospital(ity): The Intersection of the Healthcare and Hospitality Industries, 207 A, 1:00PM |
| 205 | Understanding the Professional and Research Needs of Employee Selection Practitioners, 303 A, 1:30PM |
| 237 | The Talent War: Hiring Practices in Silicon Valley, 201 C, 5:00PM |

### Strategic HR/Utility/Changing Role of HR

| 131 | Influencing for Change: Organizational Adoption of Paradigm-Shifting Strategies, 204 C, 8:30AM |
| 156 | Understanding and Overcoming Resistance to Teleworking, 204 C, 10:30AM |
| 180 | Rise of HR: Wisdom From Seventy-Three HR Thought Leaders, 204 C, 12:00PM |
| 200 | Closing the Digital Gap: Barriers and Inertia in Talent, 204 C, 1:30PM |
| 224 | Helping People Execute Business Strategies, 204 C, 3:30PM |
| 238 | Transforming Big and Small Data to Big Insight, 201 D, 5:00PM |

### Teaching I-O Psychology/Student Affiliate Issues/Professional Development

| 117 | Executive Board Special Session: Understanding and Supporting the Needs of Those Who Practice I-O, 203 B, 8:00AM |
| 123 | MythBusters: Debunking Common Early Career Mythsconceptions, 303 A, 8:00AM |
| 137 | Distinguished Teaching Contributions Award: Teaching Through the Lens of Research on Training and Learning, 201 B, 9:00AM |
| 184 | School’s Out for Summer, School’s Out Forever: Gaining Applied Experience, 207 D, 12:00PM |
| 190 | Early I-O Education: Enhancing Visibility in High School and Undergraduate School, 203 A, 1:00PM |
| 207 | Why Survey Data Fails—and What to Do About It, 303 C, 1:30PM |
| 234 | Poster 30, 4:30PM |
| 242 | IGNITE + Panel Discussion Combination: Technology Training for I-O Psychology, 204 A, 5:00PM |
| 246 | I-O Master’s Programs: Issues, Challenges, and Opportunities, 207 A, 5:00PM |

### Technology (e.g., Gamification, Social Media, Simulations)

| 138 | Social Networks and Selection: Pearls and Perils, 203 A, 9:00AM |
| 146 | Assessments on the Go: Designing and Implementing Mobile-Friendly Assessments, 303 D, 9:00AM |
| 192 | Tweet, Post, and Link: Creating a Presence and Brand Online, 203 A, 10:30AM |
| 217 | Developing a Conceptual Model of Technology Applied to I-O Psychology, 201 C, 3:30PM |

### Testing/Assessment (e.g., Selection Methods, Validation, Predictors)

| 122 | What You Need to Know about Simulations in Industry/Research, 207 D, 8:00AM |
| 127 | Innovations in Job Assignment: Challenges and Opportunities Using Noncognitive Measures, 201 C, 8:30AM |
| 128 | Modeling Item Characteristics for Automatic Item Generation, 201 D, 8:30AM |
High Potential Assessment: Comparing Methods in the Wild, 207 C, 12:00PM

AC, Quo Vadis? Novel Assessment Center Design and Validation Strategies, 201 B, 1:30PM

Analytics With Assessment Data: Discovering Insights to Shape HR Strategy, 204 C, 5:00PM

Going Mobile: Empirical Evidence From Higher-Fidelity Mobile Simulations, 303 A, 5:00PM

Advances in SJT and Personality Scoring Methods, 303 C, 5:00PM

Training

21st-Century Training Challenges Facing the U.S. Military, 207 A, 12:00PM

Work and Family/Nonwork Life/Leisure

(Truly!) Novel Methods to Advance Work–Family Research, 207 A, 10:30AM

Exploring Pregnancy Bias in Field Settings: Emergence, Consequences, and Remediation, 201 A, 12:00PM

Work Interruptions: Expanding Research on Types, Sources, and Moderators, 303 A, 12:00PM

A Systems Approach to Work, Family, and Well-Being, 207 B, 3:30PM
HR Indicates a human resources practitioner session

116. Community of Interest: 8:00AM-8:50AM 203 A
Job Stress, Burnout, and Organizational Health: Aligning Science and Solutions
Chu-Hsiang Chang, Michigan State University, Host
Robert R. Sinclair, Clemson University, Host
Deborah K. Ford, Accenture, Coordinator

117. Special Events: 8:00AM-8:50AM 203 B
Executive Board Special Session: Understanding and Supporting the Needs of Those who Practice I-O
Members from the Professional Practice Committee will review the progress of initiatives to understand the needs of and inform those who practice I-O, to help advance the science of work psychology, and to facilitate the integration of science and practice. Audience feedback and input into additional opportunities will be sought.
Mark L. Poteet, Organizational Research & Solutions, Inc., Chair
Ben Porr, Federal Management Partners, Presenter
Bethany H. Bynum, Human Resources Research Organization, Presenter
J. Craig Wallace, Oklahoma State University, Presenter
Lynda Zuege, The Workforce Consultants, Presenter
Submitter: Mark L. Poteet, mpoteet@verizon.net

118. Symposium/Forum: 8:00AM-8:50AM 204 A
Maximizing Organizational Productivity: Leader Strategies for Promoting Inclusive Climates
The following team of presenters will provide the SIOP community with a diverse perspective of projects underway in the applied world targeting organizational initiatives for promoting a positive and inclusive climate. The presenters focus on both direct and indirect behaviors/actions leaders can take that promote positive and inclusive organizational climates.
Miliani Jimenez, U.S. Army Research Institute, Chair
Melinda Key-Roberts, U.S. Army Research Institute, Co-Chair
Brigid Lynn, U.S. Army Research Institute, Co-Chair
Lisa H. Nishii, Cornell University, Discussant
Agata Gluszek, National Science Foundation, Lisa Frehill, National Science Foundation, Inclusion and Organizational Leadership as Determinants of Federal Employee Engagement
Armando X. Estrada, Department of Defense, Colin Harbke, Western Illinois University, Jamie B. Severt, George Washington University, Antecedents and Outcomes of Employee Perceptions of Inclusion at Work
Nastassia M. Savage, Clemson University, Marissa L. Shuffler, Clemson University, Sharon Wilson, Greenville Health System, Staying Positive: The Influence of Leadership on Justice in Healthcare
Submitter: Miliani Jimenez, miliani.jimenez@gmail.com

119. Panel Discussion: 8:00AM-8:50AM 206 A
Social Media Strikes Selection: Challenges of the Technological Era
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
Comila Shahani-Denning, Hofstra University, Panelist
Michael J. Zickar, Bowling Green State University, Panelist
Julie S. Zide, Goldman Sachs, Panelist
Submitter: Maura J. Mills, Maura.Mills@hofstra.edu

120. Roundtable/Conversation Hour: 8:00AM-8:50AM 207 A
Allies: Finding, Supporting, Developing, and Encouraging Allies in Organizations
Allies are key to creating and sustaining positive social and organizational change for underrepresented and disempowered groups. This session will discuss allies around 3 themes: critical incidents of ally behavior; identifying, supporting, and developing allies; and, a research agenda for allies in organizations. Practitioners, academics, and students are all welcome!
Enrica N. Ruggs, University of North Carolina at Charlotte, Host
Larry R. Martinez, The Pennsylvania State University, Host
Mindy E. Bergman, Texas A&M University, Host
Submitter: Mindy E. Bergman, mindybergman@tamu.edu

121. Alternative Session Type: 8:00AM-8:50AM 207 C
Interactive Discussion: Where Have All the Ratings Gone?
A growing performance management trend is the elimination of performance ratings. At the same time, performance ratings have been used as a key outcome variable for decades. Does research support omission of performance ratings? Does eliminating performance ratings have the intended consequences of improving the performance management process of organizations?
Kathleen A. Hettal, Providence Health & Services, Co-Chair
Maya Garza, CEB, Co-Chair
Paul E. Levy, University of Akron, Presenter
Jeanette N. Cleveland, Colorado State University, Presenter
Submitter: Kathleen A. Hettal, katie.hettal@providence.org

122. Panel Discussion: 8:00AM-8:50AM 207 D
What You Need to Know About Simulations in Industry/Research
This panel will provide advice and best practices for designing and implementing simulations. In particular, strategies and unique challenges will be shared for utilizing simulations in industry and research across a range of purposes (selection, training, and development).
Steven Jarrett, Select International, Co-Chair
Alissa D. Parr, Select International, Co-Chair
Lily Cushmanbery, Storke Brook University, Panelist
Rick R. Jacobs, Pennsylvania State University, Panelist
Rebecca Levine, PepsiCo, Panelist
Eric J. Sydell, SHAKER, Panelist
Yang Zhang, atrain GmbH, Panelist
Submitter: Alissa D. Parr, alissa.parr@gmail.com

123. Alternative Session Type: 8:00AM-8:50AM 303 A
MythBusters: Debunking Common Early Career Mythconceptions
One’s first year out of graduate school is a whirlwind of new challenges and opportunities. New practitioners and a professor from various organizations will foster an engaging discussion using real-time polling of the audience and by discussing how to prepare for, and be successful during one’s first year.
James R. Longabaugh, IBM, Co-Chair
Alejandra C. Matamala, IBM, Co-Chair
Karlina A. Chapman, Willis Towers Watson, Presenter
Lori Dawson, PepsiCo, Inc., Presenter
Sayeedul Islam, Farmingdale State College, Presenter
Genevieve Johnson, American Institutes for Research, Presenter
Christopher B. Patton, PepsiCo, Inc., Presenter
Submitter: Alejandra C. Matamala, amamatama1@gmail.com

125. Friday Seminars: 8:00AM-11:00AM 205 A
Friday Seminar: Person-Centered Analyses
PREREGRISTRATION AND ADDITIONAL FEE REQUIRED. This introductory seminar exposes participants to what is commonly referred to as “person-centered analyses.” The seminar includes a general overview of the differences between variable-centered and person-centered approaches, demonstrations of the many types of person-centered approaches, and presentations of more complex analyses such as latent class analyses.
Robert J. Vandenberg, University of Georgia, Presenter
Jason L. Huang, Michigan State University, Coordinator
Submitter: Jason L. Huang, huangjl@msu.edu
126. Friday Seminars: 8:00AM-11:00AM  205 B
**Friday Seminar: The Benefits (and Costs) of Giving Your Employees Voice**

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. This session is designed to help practitioners apply the latest research techniques on specific action steps employees and managers can use to make sure organizations benefit from employee suggestions for change. Also, participants will work in small groups to identify pressing areas where their organizations need more research on voice.

Linn Van Dyne, Michigan State University, **Presenter**
Ethan R. Burris, University of Texas at Austin, **Presenter**
Kisha S. Jones, Pennsylvania State University, **Coordinator**

Submitter: Kisha S. Jones, kisha.jones@psu.edu
See pp. 6-7 for CE info

127. Panel Discussion: 8:30AM-9:50AM  201 C
**Innovations in Job Assignment: Challenges and Opportunities Using Noncognitive Measures**

Referencing the context of the U.S. Army (one of the country’s largest employers), this panel discusses the use of nontechnical criteria (e.g., turnover and organizational citizenship behaviors) in the job assignment process, clustering jobs using nontechnical criteria, and combining cognitive and noncognitive predictors in the job assignment process.

Heather M. Wolters, U.S. Army Research Institute for the BSS, **Chair**
Leaetta M. Hough, Dunnette Group, Ltd. & HirePayoff, **Panelist**
Ann Marie Ryan, Michigan State University, **Panelist**
Paul R. Sackett, The University of Minnesota, **Panelist**
Neal W. Schmitt, Michigan State University, **Panelist**
Len White, U.S. Army Research Institute, **Panelist**

Submitter: Heather M. Wolters, heather.m.wolters2.civ@mail.mil

128. Symposium/Forum: 8:30AM-9:50AM  201 D
**Modeling Item Characteristics for Automatic Item Generation**

Over the last several decades, the development of psychometric models and the power of computer algorithms allow for test items typically used in I-O psychology settings to be generated automatically. This symposium presents research on modeling psychometric characteristics of test items that can be used for automatic item generation.

Stephen Gunter, Camber Corporation, **Chair**
Stephen Stark, University of South Florida, **Discussant**
Refining Automatic Item Generation: Predicting Item Difficulty With Item Characteristics
Mathijs Affourtit, CEB, **Speaker**
Spatial Reasoning Item Generation: Predicting Item Difficulty and Differentiation
Anne Thissen-Roe, Comira, Stephen Gunter, Camber Corporation, **Panelist**
Automated Response Option Sampling for Situational Judgment Items
Phillip M. Mangos, Adaptive Immersion Technologies, Noël A. Hulse, Adaptive Immersion Technologies, **Speaker**
Real-time Assessment Construction for Predicting Effectiveness in Human–Machine Teams
Anne Thissen-Roe, **Panelist**

Submitter: Anne Thissen-Roe, athissenroe@comiratesting.com

130. Symposium/Forum: 8:30AM-9:50AM  204 B
**Bridging Aging Research and Policy Making: An International Perspective**

The workforce is aging worldwide. Both organizational researchers and policy-makers strive for promoting workers’ success and well-being across the lifespan. The current symposium will present research from four countries, including the United States, Italy, Ireland, and Turkey, and discuss how these findings apply to policy making.

Shan Ran, Wayne State University, **Chairs**
Lisa Marchiondo, University of New Mexico, **Chairs**
Carmen K. Young, Rice University, Margaret E. Beier, Rice University, **Panelist**
Training and the Workforce: Theoretical Implications as Workers Age
Donald M. Truxillo, Portland State University, Sara Zamboni, University of Trento, Franco Fraccaroli, University of Trento, **Panelist**
Job Characteristics to Support a Longer Working Life
Jean A. McCarthy, University of Limerick, Noreen Heraty, University of Limerick, Jeannette N. Cleveland, Colorado State University, Kevin R. Murphy, Colorado State University, **Panelist**
A Resource-Based Model of Financial Preparation for Retirement
Barbara A. Fritzsche, University of Central Florida, Justin Marcus, Ozyegin University, Fatma Sevgili, Istanbul University, Ferry Fleurimond, University of Central Florida, **Panelist**
Public Policy Recommendations for the Aging Workforce in Turkey
Submitter: Shan Ran, rochelleran@gmail.com

131. Panel Discussion: 8:30AM-9:50AM  204 C
**Influencing for Change: Organizational Adoption of Paradigm-Shifting Strategies**

Many efforts undertaken in the I-O field require large-scale change management in order to be successful. This panel of experts will discuss how influencing for change manifests in the execution of sound I-O practices, sharing best practices and strategies and fostering dynamic interaction with the audience.

Julia Bayless, Capital One, **Chair**
Greg Chalker, Capital One, **Panelist**
Erica I. Desrosiers, Walmart, **Panelist**
Jeffrey D. Facteau, CEB, **Panelist**
Sammir A. Hammoud, Capital One, **Panelist**
Theodore L. Hayes, George Washington University, **Panelist**
Charlotte L. Powers, Johnson & Johnson, **Panelist**
Adam Vassar, Quintela Group, **Panelist**
Submitter: Julia Bayless, julia.bayless@capitalone.com

132. Panel Discussion: 8:30AM-9:50AM  207 B
**Performance Management Is Broken, So How Do We Fix It?**

Fueled by widespread dissatisfaction with the way performance management (PM) is practiced, many organizations have recently redesigned their PM processes. I-O psychologists from organizations at the forefront of this trend will describe and discuss the motives, approach, and outcomes of transforming PM in their organizations.

Seymour Adler, Aon Hewitt, **Chair**
Alan L. Colquitt, Eli Lilly & Company, **Panelist**
Allen M. Kamin, GE, **Panelist**
Megan L. Huth, Google, **Panelist**
Amy S. Walzer, ConAgra Foods, **Panelist**
Julie Merges, Edmunds.com, **Panelist**
Submitter: Seymour Adler, seymour_adler@aon.com

133. Symposium/Forum: 8:30AM-9:50AM  303 B
**The Intersection of Leadership Development and Social Contexts**

Scholars and practitioners have called for approaches to leadership development that transcend individual leader development to consider the complex interactions throughout social systems that underpin organizational leadership. This symposium addresses these calls by presenting a series of studies that showcase relational and contextual elements of leadership and leadership development.

Le Zhou, University of Minnesota, **Chair**
Cynthia K. Maupin, University of Georgia, **Co-Chair**
Dorothy R. Carter, University of Georgia, **Co-Chair**
Cynthia K. Maupin, University of Georgia, Kristin L. Cullen-Lester, Center for Creative Leadership, Dorothy R. Carter, University of Georgia, **Panelist**
Developing, Shaping, and Co-Creating: Leveraging Relationships for Leadership Development
Kirstin Phelps, University of Illinois, Using SNA to Evaluate Effects of the LeaderShape Institute
Xinxuan Che, Johns Hopkins University School of Medicine/University of South Florida, Michael A. Rosen, Johns Hopkins University School of Medicine, Craig J. Christie, Florida Institute of Technology, Developing Situational Judgment Tests for Safety Leadership in Healthcare Organizations
Weiwei Liu, Florida Institute of Technology, Erin M. Richard, Florida Institute of Technology, Thomas Skiba, Development Dimensions International, Engagement in High Potential Leaders Across 40 Countries
Yuening Jin, University of Minnesota, Jin Park, University of Minnesota, Le Zhou, University of Minnesota, John D. Kammeyer-Mueller, University of Minnesota, **Panelist**
Multifoci Model on Changes in High Potential Leaders Across 40 Countries
Submitter: Cynthia K. Maupin, ckaupin@gmail.com
135-1 Understanding Overseas Adjustment: An Affective Events Theory Perspective
Affective events theory informed a longitudinal study of the antecedents of affect during overseas living and its effect on adjustment. Pretest social support, social interaction, openness and acculturation predicted affect and lability in affect, which in turn predicted depression. Adjustment varied widely and did not follow a U-curve.

Brigitte K. Armon, Florida Institute of Technology
Leah R. Wolfeld, Florida Institute of Technology
Raad G. Alzaidalsharieh, Florida Institute of Technology
Hairong Jiang, Institute for Cross Cultural Management
Oreoluwa O. Osikoya, Florida Institute of Technology
Ambar Rodriguez, Florida Institute of Technology
William K. Gabrenya, Jr., Florida Institute of Technology
Submitter: William K. Gabrenya, Jr., gabrenya@fit.edu

135-2 Perspective Taking and Sexual Harassment in the Workplace
This study compared perspective-taking sexual harassment training to traditional training in regards to empathy and likelihood to intervene as bystanders in sexual harassment situations. Perspective-taking training was more effective for men who were low on hostile sexism but less effective for men who were high on hostile sexism.

Abbie N. Caudill, University of Akron
Submitter: Abbie N. Caudill, abbiecaudill@gmail.com

135-3 Effects of Diversity Management and Ethical Leadership on Well-Being
This study examined a psychological process in which diversity management affects emotional exhaustion through team cohesion, a process moderated by ethical leadership. However, results of analyses on data from 537 public sector workers revealed no mediation effect but a moderating effect of ethical leadership on the cohesion-emotional exhaustion relationship.

Olivia Childers, University of Houston
Lars U. Johnson, University of Houston
Sonya M. Stokes, University of Houston
Alec B. Nordan, University of Houston
L. A. Witt, University of Houston
Submitter: Olivia K. Childers, okc0002@gmail.com

135-4 Strategically Evaluating Outreach for Individuals with Disabilities and Veterans
This research investigated best practices among federal contractors for complying with recent requirements to evaluate outreach efforts for individuals with disabilities and protected veterans. Representatives from 77 contractor organizations were surveyed on current methods and prospective strategies for evaluating outreach. Strategies identified included both quantitative and qualitative evaluations.

Joanna L. Colosimo, SPHR, DCI Consulting Group, Inc.
Rachel M. Gabbard, DCI Consulting Group, Inc.
Kristen L. Pryor, DCI Consulting Group, Inc.
Submitter: Kristen L. Pryor, kristenpryor06@gmail.com

135-5 The Differential Impact of Developmental Experiences on Career Success
Fewer women occupy leadership positions than men. This study illustrated how career experiences that provide access to social networks help men’s careers more than women’s. In order to help women’s careers, organizations may want to rely on career experiences that do not capitalize upon access to powerful social networks.

Ginevra A. O. Drinka, Columbia University
Submitter: Ginevra A. O. Drinka, gad2125@tc.columbia.edu

135-6 Inequitable Gender Climates Adversely Impact Women in Male-Dominated Fields
This study examined the impact of inequitable gender climates on self-presentational tendencies in the context of feedback seeking behaviors. Results implied that tokenism leads to perceptions of inequitable gender climates. Inequitable gender climate triggered the use of the image defense motive leading to more feedback monitoring behaviors.

Leah Ellison, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology
Submitter: Leah Ellison, lellison2012@my.fit.edu

135-7 Warmth Perceptions Drive Intragroup Bias Among Immigrants in the Workplace
This study examined how immigrants evaluate immigrant applicants from different national groups in a hiring simulation, manipulating warmth and competence stereotypes about applicants’ groups. Immigrants, but not locals, favored applicants from high warmth versus low/medium warmth immigrant groups. No effects emerged for competence. This highlights the role of workplace intragroup differentiation.

Naomi M. Fa-Kaji, Stanford University
Franciska Krings, University of Lausanne
Submitter: Naomi M. Fa-Kaji, fakaji.naomi@alumni.rice.edu

135-8 Crime Reports’ Impact on Racial Bias in Interpersonal Interactions
This study investigated whether crime reports that include suspect race impact discrimination against minority individuals. Participants read a crime report before interacting with a Black or White confederate in a waiting room. A match between suspect and confederate race led participants to display greater negativity toward Black, but not White, confederates.

Naomi M. Fa-Kaji, Stanford University
Michelle (Mikki) Hebl, Rice University
Submitter: Naomi M. Fa-Kaji, fakaji.naomi@alumni.rice.edu

135-9 Gender Context and Work Outcomes: A Meta-Analysis
Studies linking gender context to work outcomes were meta-analyzed. There was little evidence of simple effects, but moderator analyses showed gender context has a stronger positive effect on men’s (women’s) evaluative and affective outcomes for men (women) performing gender-neutral versus masculine tasks, with the strongest effect on men’s leadership.

Caren Goldberg, Bowie State University
Alison M. Konrad, University of Western Ontario
Alex P. Lindsey, George Mason University
Yang Yang, Rowan University
Submitter: Alex P. Lindsey, aplindse@gmail.com

135-10 Perceived Organizational Support and Proactivity’s Role in Repatriates’ Adjustment
This research concerns antecedents of repatriates’ adjustment. With data from 103 police officers, mediation analysis show that perceived organizational support (POS) and proactivity can predict adjustment, through the satisfaction of expectations. Increased POS and proactivity lead to better managed expectations, facilitating repatriates’ experience of positive adjustment.

Veronique Goyette, University of Montreal
Denis Lajoie, University of Montreal
Luc Brunet, Univ de Montreal
Submitter: Veronique Goyette, veronique.goyette.2@umontreal.ca

135-11 Cultural Moderators of Relationships in the Job Demands-Resources Model
This study investigates whether and to what extent cultural dimensions that vary across nations, specifically individualism-collectivism and uncertainty avoidance, moderate job demands-strain and job resources-strain relationships. Data from over 20,000 workers from 28 countries demonstrates that cultural dimensions do moderate some relationships within the job demands-resources model.

Seulki Jang, University of South Florida
Winny Shen, University of Waterloo
Rena L. Rasch, Medtronic
Submitter: Seulki Jang, seulki@mail.usf.edu
135-12 The Effect of Maternity Leave Length on Women’s Career Outcomes
This poster examined the effect of maternity leave length on women’s career outcomes by comparing a shorter (vs. longer) maternity leave. Findings indicate that a shorter (vs. longer) leave leads to higher hireability ratings and salary recommendations through increased masculinity perceptions and increased job commitment perceptions.
Anja Krstic, Wilfrid Laurier University
Ivona Hideg, Wilfrid Laurier University
Submitter: Anja Krstic, krst1200@mylaurier.ca

135-13 Team Inclusion Over Time: Patterns and Outcomes
This study examines patterns of perceived inclusion over the course of team life and implications of inclusion for effective team processes and outcomes. Early inclusion predicted later inclusion and benefited teams in terms of higher trust and cohesion, lower levels of conflict, higher satisfaction, and higher self-rated productivity.
Lauren A. Lanzo, George Washington University
Lynn R. Offermann, George Washington University
Submitter: Lauren A. Lanzo, lanzzo@gwmail.gwu.edu

135-14 Mirrors or Misalignments: Management Ethnic Representativeness and Perceived Mistreatment
This study investigates the negative relationship between management ethnic representativeness and perceived mistreatment at work in 2 complementary studies. Results support the proposed mediator (perceived behavioral integrity) and moderator (ethnic dissimilarity) of this relationship, with effects stronger for ethnically dissimilar individuals when compared to more ethnically similar employees.
Alex P. Lindsey, George Mason University
Jeremy F. Dawson, University of Sheffield
Eden B. King, George Mason University
Derek R. Avery, Wake Forest University
Submitter: Alex P. Lindsey, aplindse@gmail.com

135-15 Building Diversity Training Programs That Appeal to Resistant Trainees - Flanagan Award Winner
This study examines ways to increase the benefits of diversity training for individuals who are high in social dominance orientation (SDO). Results show a 3-way interaction between SDO, diversity training, and authority endorsement such that diversity training is effective for high SDO individuals when an authority figure gives an endorsement.
Ashley A. Membere, George Mason University
Eden B. King, George Mason University
David A. Kravitz, George Mason University
Alex P. Lindsey, George Mason University
Submitter: Ashley A. Membere, anembre@masonlive.gmu.edu

135-16 Perceptions of Sexual Harassment: Investigating the Role of Cultural Values
This poster investigated the effects of individual level cultural values on perceptions of sexual harassment in the workplace. Findings suggest that individuals high on power distance and masculinity were more tolerant of sexual harassment. Cultural values of collectivism and masculinity also influenced the perceived severity of sexual harassment behaviors.
Vipanchi Mishra, West Chester University of Pennsylvania
Jessica Doll, Coastal Carolina University
Wyatt Delaney, West Chester University of Pennsylvania
Submitter: Vipanchi Mishra, mishra.vipanchi@gmail.com

135-17 Effects of Cultural-Mindset Priming on Evaluation of Performance Behaviors
This study investigated the effects of cultural-mindset priming on evaluation of performance behaviors in a performance appraisal context. Findings indicated that when making judgments of overall performance, compared to raters primed with collectivism, raters primed with individualism placed more weight on counterproductive and less weight on citizenship performance behaviors.
Vipanchi Mishra, West Chester University of Pennsylvania, Marcus L. Bost, Jr., West Chester University
Submitter: Vipanchi Mishra, mishra.vipanchi@gmail.com

135-18 Development and Preliminary Validation of the Older Worker Ageism Scale
This study aimed to develop and validate a scale of ageism toward older workers. Using a developmental sample recruited from MTurk (N = 301), this study established preliminary evidence of content, construct, and criterion-related validity for the 4-dimensional scale. Future work should provide additional validity evidence for this scale using an organizational sample.
Javier H. Osipina, Colorado State University, Alyssa M. Gibbons, Colorado State University
Submitter: Javier H. Osipina, Javier.Osipina@colostate.edu

135-19 The Utility of Cultural Intelligence Factors: A Meta-Analytic Construct-Clariﬁcation
This poster meta-analyzes relationships of cultural intelligence (CQ) factors with antecedents, correlates and outcomes to compare latent and aggregate construct conceptualizations of CQ. Results based on 127 distinct samples (N = 29,421) indicate differential validity of CQ factors and support an aggregate conceptualization of CQ. Theoretical and practical implications are discussed.
Thomas Rockstuhl, Nanyang Technological University
Linn Van Dyne, Michigan State University
Submitter: Thomas Rockstuhl, trockstuhl@ntu.edu.sg

135-20 Pygmalion in the Pipeline: How Managers’ Perceptions Influence Minority Turnover
This study examined a Pygmalion effect whereby managers view racial minorities as less competent, which causes those employees to view themselves as less competent, subsequently causing them to turnover. The study tested and found support for this model with a paired sample of 247 employees and managers over 4 time points.
Isaac E. Sabat, George Mason University
Caren Goldberg, Bowie State University
Eden B. King, George Mason University
Submitter: Isaac E. Sabat, isaacsabat@gmail.com

135-21 Publication Bias in Stereotype Threat on Test Performance: A Meta-Analysis
Although the general conclusion has been that stereotype threat exists and is robust, recent meta-analyses have raised question about the nature of this effect. This study is a meta-analysis of stereotype threat in adults on cognitive ability tests, subjecting the database to new tests for publication bias and p-hacking.
Oren R. Shewach, University of Minnesota
Paul R. Sackett, University of Minnesota
Sander Quint, University of Minnesota
Submitter: Oren R. Shewach, ors10@albion.edu

135-22 The HEXACO Personality Traits, Cultural Intelligence, and International Student Adjustment
This study examined the HEXACO personality traits and cultural intelligence (CQ) for predicting international students’ adjustment (N = 204). Agreeableness and metacognitive and cognitive CQ positively predicted students’ general adjustment, whereas Conscientiousness and cognitive CQ positively predicted students’ school-related adjustment. Facets of cultural intelligence generally demonstrated stronger associations with students’ adjustment-related outcomes.
Frank Shu, Illinois Institute of Technology
Samuel T. McBee, Illinois Institute of Technology
Roya Ayman, Illinois Institute of Technology
Submitter: Samuel T. McBee, smcbee@iit.edu

135-23 The Influence Of Leader Characteristics On Perceptions Of Everyday Sexism
This study investigated the impact of leader likability on women’s perceptions of sexist behaviors reportedly perpetrated by that leader. As predicted, a likable leader was perceived as less biased than an unlikable leader. Likability and sexist behavior also influenced participant endorsement of actions intended to address his behavior.
Samantha M. Smith, DePaul University
Submitter: Samantha M. Smith, sammsmith1991@gmail.com
135-24 Acknowledging Age in Service Contexts: Does “What” Make a Difference?
This poster examined the impact that age, gender, and different identity management strategies had on perceptions of satisfaction in a customer service scenario across 3 experiments. Older men and younger women received the lowest ratings and providing counterstereotypical individualizing information provided a boost for older workers.
Nicholas A. Smith, The Pennsylvania State University
Larry R. Martinez, The Pennsylvania State University
Submitter: Nicholas A. Smith, nicholas.smith.psu@gmail.com

135-25 Overcoming Cross-Cultural Response Style Bias: Forcing Improved Measurement
Personality assessments using Likert scale single statements and 2 alternative forced-choice statements were examined using samples from the US and China. Responses to the single statements exhibited the well-known response style bias: more extreme categories endorsed by Americans than by Chinese, but much smaller differences were seen for forced-choice format.
Tianjun Sun, University of Illinois at Urbana-Champaign
Mengyang Cao, University of Illinois at Urbana-Champaign
Fritz Drasgow, University of Illinois at Urbana-Champaign
Submitter: Tianjun Sun, tsun5@illinois.edu

135-26 Development and Validation of the Work Hope Scale (WHS)
Through 4 interlocking studies, this poster develops and validates a Work Hope Scale (WHS) in the Chinese context. Results show that WHS has 3 dimensions: enhanced hope, peaceful hope, and supportive hope. Evidence is provided for the scale’s reliability and construct validity, including convergent, discriminant, and criterion-related validity.
Yejun Zhang, University of Wisconsin Milwaukee
Jian Min Sun, Renmin University of China
Margaret A. Shaffer, University of Wisconsin Milwaukee
Submitter: Yejun Zhang, zhangyejun1980@gmail.com

135-27 The Benefits of Beauty: Mediators of Attractiveness Bias in Interviews
Simulated interviews were conducted with female confederate candidates who wore makeup to alter their appearance. Results indicated that perceptions of attractiveness were significantly associated with perceived competence, likability, and hirability, and that perceptions of competence, likability, social skills, and disgust mediated the relationship between attractiveness and hirability.
Breanna R. Wexler, University of Missouri-St. Louis
Stephanie M. Merritt, University of Missouri-St. Louis
Submitter: Breanna R. Wexler, brwkc3@mail.umsl.edu

135-28 Disability Dimensions: Course, Risk and Mortality Salience Predict Workplace Bias
The course, risk and mortality salience of a disability were found (N = 242) related to work-related variables (initial salary, hirability, trainability, dependency and potential absenteeism). Additionally, the mortality salience of the job was an important predictor. Results indicate the usefulness of studying dimensionality of disabilities instead of disability type.
Kimberly J. Wilson, Roosevelt University
Adrian Thomas, Roosevelt University
Jacqueline K. Deuling (Mitchelson), Roosevelt University
Submitter: Kimberly J. Wilson, kjawil@gmail.com

136. Special Events: 9:00AM-9:50AM

136. Special Events: 9:00AM-9:50AM

138. Community of Interest: 9:00AM-9:50AM
Social Networks and Selection: Pearls and Perils
Michael J. Zickar, Bowling Green State University, Host
Jamie L. Winter, Development Dimensions International (DDI), Host
Anthony S. Boyle, Aon Hewitt, Coordinator

139. Special Events: 9:00AM-9:50AM
Executive Board Special Session: How to Advocate for I-O and Unlock Federal Funding Opportunities
This session includes 2 educational components for SIOP members. First, Laura Utley of Lewis-Burke Associates will discuss SIOP’s federal government relations initiative and provide opportunities for involvement. Then, Mo Wang will discuss applying for scientific funding (e.g., the key ingredients of a successful proposal and how to approach program officers).
Seth A. Kaplan, George Mason University, Chair
Zachary N. J. Horn, Stitch Fix, Co-Chair
Laura Utley, Lewis-Burke Associates LLC, Presenter
Mo Wang, University of Florida, Presenter
Submitter: Seth A. Kaplan, skaplan1@gmu.edu

140. Alternative Session Type: 9:00AM-9:50AM
Ignite + Panel Discussion: Organizing That’s Out of This World!
Confronting the challenges of “working” in outer space requires fresh thinking on core topics in I-O psychology: teamwork, training, leadership, communication, and performance adaptation. Eight thought leaders engaged in understanding the organizing involved in space exploration will spark these ideas sharing their insights about the future field of I-O.
Lindsay E. Larson, Georgia Institute of Technology, Co-Chair
Benjamin R. Jones, Georgia Institute of Technology, Co-Chair
Leslie A. DeChurch, Georgia Institute of Technology, Co-Chair
Wendy L. Bedwell, University of South Florida, Presenter
Suzanne T. Bell, DePaul University, Presenter
Noshir Contractor, Northwestern University, Presenter
Stephen M. Fiore, University of Central Florida, Presenter
Steve W. J. Kozlowski, Michigan State University, Presenter
Eduardo Salas, Rice University, Presenter
Scott I. Tannenbaum, Group for Organizational Effectiveness, Presenter
Submitter: Lindsay E. Larson, lindsaylarson200@gmail.com

141. Panel Discussion: 9:00AM-9:50AM
Executive Onboarding—From Sink or Swim to Supported Transitions
Panelists from 4 organizations share their successes and challenges around building and implementing executive onboarding tools and programs. They will share the challenges they have faced, how they’ve made the case for robust onboarding support, and what tools they are currently using.
Lorry A. Olson, Bank of America, Chair
Jessica Oseidach, Bank of America, Panelist
Robin R. Cohen, Johnson & Johnson, Panelist
Eric D. Elder, Corning, Inc., Panelist
Sarah Evans, Walmart, Panelist
Submitter: Jessica Oseidach, jessica.oseidach@bankofamerica.com
142. Roundtable/Conversation: 9:00AM-9:50AM  207 A
The Demise of the Performance Review: Is Rating Research Irrelevant?
Historically researchers have focused much attention on performance appraisal practices, such as the rating form and rater training. However, there is a growing movement to eliminate not only annual performance reviews but to eliminate all formal employee ratings. This conversation hour will focus on the future of performance rating research.
Sylvia G. Roch, University at Albany, SUNY, Host
C. Allen Gorman, East Tennessee State University, Host
Submitter: Sylvia G. Roch, sroch@albany.edu

143. Panel Discussion: 9:00AM-9:50AM  207 C
The Art and Science of Successful Consulting Engagements
This panel will shed light on the nuances encountered during consultant/business partner relationships, discuss instances of successful partnerships, and offer suggestions for best practices to strengthen relationships.
Michael J. Hud, SHAKER, Chair
Daly Vaughn, SHAKER, Co-Chair
Scott Boyd, Flowserve Corporation, Panelist
Rebecca H. Bryant, Bank of America, Panelist
Melanie Coleman, Walmart, Panelist
Rick R. Jacobs, Pennsylvania State University, Panelist
John C. Scott, APTMetrics, Inc., Panelist
Submitter: Daly Vaughn, dalvyvaughn@gmail.com

144. Panel Discussion: 9:00AM-9:50AM  207 D
Leader Analytics: Big Data Meets Small(er) Numbers
“Big data” and “people analytics” have advanced data based insights to domains such as recruitment, retention, and performance evaluation. Less emphasized, however, is the intersection of analytics and leadership. As such, this panel discusses leader analytics, or the data-driven approach to identifying, developing, and retaining executive leaders.
Nathan E. Wiita, RHR International, Chair
Maren Dollwet, DIRECTV, Panelist
Melissa M. Harrell, Google, Panelist
Julie Rodda, Starbucks, Panelist
Jill Mowry Strange, Infor, Panelist
Submitter: Nathan E. Wiita, nathan.wiita@gmail.com

145. Symposium/Forum: 9:00AM-9:50AM  303 A
Creating and Sustaining Unmanned Aerial Systems: Opportunities for I-O Psychology
This symposium presents work in areas of training, selection, and performance assessment across military and civilian (both government and commercial) applications as a means to highlight some of I-O psychology’s contribution to unmanned aerial systems (UAS) research.
Rebecca Beard, The Group for Organizational Effectiveness, Inc., Chair
Winston R. Bennett, Jr., Air Force Research Laboratory, Discussant
George M. Alliger, Group for Organizational Effectiveness, Michael J. Garrity, Aptima, Inc., Michael J. Keeney, Aptima, Inc., Jennifer Winner, Air Force Research Laboratory, Training Needs for Civil Government and Commercial UAS Applications
Thomas R. Carretta, Air Force Research Laboratory, Mark R. Rose, Air Force Research Laboratory, Laura G. Barron, Air Force Research Laboratory, Michael Ingerick, HumRRO, Michael J. Keeney, Aptima, Inc., Optimizing UAS Pilot Person–Job Match Using Aptitude and Personality Measures
Leah Rowe, Air Force Research Laboratory, Simulators for Applied Training Research on Remotely Piloted Aircraft Teams
Submitter: Michael J. Keeney, mkeeney@aptima.com

146. Panel Discussion: 9:00AM-9:50AM  303 D
Assessments on the Go: Designing and Implementing Mobile-Friendly Assessments
The influence of mobile devices in the assessment world making it important to understand the impact of these devices on test outcomes. This panel of scholars will discuss both the current state of designing and implementing mobile-friendly assessments as well as explore future implications of development, validation, and usability.
Cheryl Fernandez, University of Nebraska, Omaha, Co-Chair
Nate T. Dvorak, Gallup, Co-Chair
Ben Hawkes, Mindsight, Panelist
Amber L. Smittick, Hogan Assessment Systems, Panelist
Renee M. Slaughter, PepsiCo, Inc., Panelist
Submitter: Cheryl Fernandez, cfemandez@mail.unomaha.edu

147. Poster Session: 10:30AM-11:20AM  Ballroom A-E
Leadership/Leadership Development/Coaching
147-1 Author Nationality and Practitioners’ Attitudes Toward Management Knowledge
This study examined the effect of the authors’ country-of-origin on the attitudes of Chinese business managers towards management knowledge. Results indicated that Chinese executives perceive higher value in American (Chinese) originated knowledge when it is matched to American (Chinese) authors than the other way around.
Sunghoon Kim, University of New South Wales, Jian Min Sun, Renmin University of China
Lu Wang, University of New South Wales
Submitter: Jian Min Sun, jms@ruc.edu.cn

147-2 Sexual Orientation and Leadership: Are Gay Men at an Advantage?
Previous studies found that gay targets were rated as more communal and more suitable for feminine leadership positions than a heterosexual target, with ratings of target communion serving as mediators. This study provided participants with conflicting information on the target’s agency and communion; the results were unchanged.
Renzo J. Barrantes, Florida International University
Asia A. Eaton, Florida International University
Submitter: Renzo J. Barrantes, rbarr017@gmail.com

147-3 Measuring the Effects of Contextual Constraints on Perceptions of Leadership
This study was conducted to test the connectionist model of leadership using an implicit association task. The effects of follower behavior and affect on leadership were tested. Individuals watched affect inducing videos, were placed in a leader role, and asked to read about their followers’ behaviors.
Kathleen B. Boyd, Virginia Tech
Roseanne J. Foti, Virginia Tech
Yashna Shah, Virginia Tech
Submitter: Kathleen B. Boyd, kbs87@vt.edu

147-4 Leader Approachability: What Is It and What’s It Good For?
This study advances a new construct, leader approachability, defined as availability, warmth, and receptivity to ideas. A 30-item measure is developed and validated against multiple outcomes (e.g., OCBs, turnover intention) incrementally over established constructs (e.g., Consideration, Trustworthiness) in a sample of full-time working adults. Findings encourage further research on approachability.
Cameron G. Brown, University of Tulsa
Robert P. Tefft, University of Tulsa
Submitter: Cameron G. Brown, cameron-brown@utulsa.edu

147-5 Using Experiential Learning for Leader Development in the Military Domain
This leadership development program was designed to be delivered to a cohort of 10 high-performing individuals from across the United States Strategic Command. This study measured leader identity, leader self-efficacy, and motivation to lead before and 3 months following the program.
John D. Crowe, University of Nebraska at Omaha
Laura Jones, Booz Allen Hamilton
Donald P. Durall, United States Strategic Command
TJ Hammond, United States Strategic Command
Ginamarie Ligon, University of Nebraska at Omaha
Douglas C. Derrick, University of Nebraska at Omaha
Submitter: John D. Crowe, john.david.crowe@gmail.com
147-6 Supervisor Undermining and Performance: Mediating Roles of Self-Esteem and Creativity
Drawing upon the componential theory of creativity, this study proposes that supervisor undermining diminishes employee creativity in the workplace (through employee self-esteem). The theoretical model also proposes an indirect effect of supervisor undermining on employee overall job performance, which occurs through the mediating processes of both employee self-esteem and creativity.
Gabi Eissa, University of Wisconsin-Eau Claire
Sydney Chinchanchokchai, University of Wisconsin-Eau Claire
Submitter: Gabi Eissa, eissagm@uwec.edu

147-7 The Influence of Gender Stereotypes on Perceptions of Authentic Leaders
This study reconsidered authentic leadership theory to take gender dynamics embedded in organizational structures into account. Results suggest that relational authenticity can hinder evaluations of women leaders and that the source of adverse consequences is the enhanced association with gender stereotypes that occurs when women lead with relational authenticity.
Rachel Fedman, BTS
Submitter: Rachel Fedman, ref2130@columbia.edu

147-8 The Measurement of Explicit and Implicit Romance of Leadership
Research examined the dimensionality of explicit romance of leadership (ROL) and created an implicit measure of ROL. Explicit ROL was found to be best conceptualized as a 3-dimensional construct whereas implicit ROL was found to demonstrate unique relationships with the 3 dimensions of explicit ROL.
Cari L. Gardner, Nestle Purina
Mark E. Tubbs, University of Missouri-St Louis
Submitter: Cari L. Gardner, cari.rottman@gmail.com

147-9 Leaders’ Identity and Reputation Interact to Explain Leader Well-Being
Analysis of data from 292 leaders and 456 followers supported an identity (Dark Triad) by reputation (charismatic leadership) variable interaction in explaining leader job satisfaction and perceived social worth. Results suggest that a reputation for charismatic leadership can buffer the otherwise inimical consequences of a disposition toward interpersonal detachment.
Robert R. Hirschfeld, University of Colorado
Jeremy B. Bemeth, Louisiana State University
H. Jack Walker, Auburn University
Submitter: Robert R. Hirschfeld, rhirschfeld@gmail.com

147-10 Perceptual Disconnects in Leadership Emergence: A Dyadic Approach
This study examines the phenomenon of perceptual disconnects in informal leadership emergence and explores their antecedents and group-level consequences. Research distinguishes among leadership emergence by the type of perceptual alignment between leaders and followers: connected, unrequited, and unrecognized leadership, using ERGMs to identify multiple factors contributing to disconnects.
Samantha Holland, DCI Consulting Group, Inc.
Stephen J. Zaccaro, George Mason University
Leslie A. DeChurch, Georgia Institute of Technology
Submitter: Samantha Holland, samahol@gmail.com

147-11 Passive Leadership, Trust, and Perceptions of Justice
This 3-wave study examined the effects of passive leadership behavior on employees’ cognition-based trust and perceptions of justice. Results suggest that passive leadership had a direct effect on cognition-based trust, controlling for transformational and transactional leadership. Further, passive leadership exerted indirect effects on perceptions of justice through cognition-based trust.
Brian C. Holtz, Temple University
Jalen F. Blot, Temple University
Joseph Regina, Temple University
Elaina DeHoratus, Temple University
Submitter: Brian C. Holtz, bholtz@temple.edu

147-12 Back Stabbers Versus Guardian Angels: Supervisory Retaliation for Skip-Level Voice
Skip-level voice is employees’ voice behavior toward higher-level leaders while skipping over their direct supervisors. It was found that direct supervisors retaliate voicers when the voiced issues infringe rather than expanding their authority territory (back stabbers); they reward the voice that expands rather than infringing their territory (guardian angels).
Xu Huang, Hong Kong Baptist University
Erica Xu, Hong Kong Baptist University
Wu Liu, Hong Kong Polytechnic University
Xinyan Wang, Jiangxi University of Finance and Economics
Jie Yang, Jiangxi University of Finance and Economics, China
Submitter: Xu Huang, mshuangx@polyu.edu.hk

147-13 Managers’ Attributes and Responses to Voice: A Matter of Context
Supervisors should respond favorably to employee voice if they attribute prosocial motives to the voice event. Although intuitive, support for this relationship is rather weak. This poster tests a moderation model and shows that the relationship is context-dependent in that it holds only for private voice but not for public voice.
Sofya Isaakyan, Maastricht University
Hannes Guenter, Maastricht University
Submitter: Sofya Isaakyan, s.isaakyan@maastrichtuniversity.nl

147-14 Reciprocal Effects of Procedural Justice and Trustworthiness During a Merger
This study examines the causal relations between employees’ perceptions of merger process procedural justice and top management’s trustworthiness using 3-wave longitudinal data (n = 622). Results show positive reciprocal relations over time and the positive effect of trustworthiness on justice being stronger than the opposite direction.
Janne Kaltiainen, University of Helsinki
Jukka Lipponen, University of Helsinki
Brian C. Holtz, Temple University
Submitter: Brian C. Holtz, bholtz@temple.edu

147-15 Culture and Downward Influence Tactics: A Meta-Analysis of Correlates
This poster examined the role of culture in moderating the relationship between downward influence tactics and their correlates. Meta-analysis results suggest that although members are universally sensitive to how their leaders treat them, their responses in vertical collectivist cultures may also be influenced by collective interests and role-based obligations.
Mahfooz A. Ansari, University of Lethbridge
Zhanna Lyubykh, University of Lethbridge
Submitter: Mahfooz A. Ansari, mahfooz.ansari@uleth.ca

147-16 Assertiveness and Leadership Perceptions: The Role of Gender and LMX
Using an experimental design (N = 469), this poster examined the main and interacting effects of assertiveness, gender, and LMX quality on leader outcomes. As expected, the moderate assertiveness condition was better predictive of positive leader outcomes. LMX did interact significantly with assertiveness in predicting leadership outcomes, whereas gender did not.
Corie S. Lazenby, University of Lethbridge
Mahfooz A. Ansari, University of Lethbridge
Submitter: Mahfooz A. Ansari, mahfooz.ansari@uleth.ca

147-17 Personality, Skills, and Interpersonal Leadership: A Moderated Mediation
This poster investigated mechanisms by which personality may predict leadership performance. In a sample of 131 undergraduate management students, emotional stability was positively related to leadership behavior via self-esteem. Self-monitoring acted as a moderator between self-esteem and interpersonal leadership, but not between self-esteem and personal leadership.
Catherine A. LeBlanc, University of Toronto
Phani Radhakrishnan, University of Toronto
Daniela Kutleva, University of Toronto
Submitter: Catherine A. LeBlanc, catherine.leblanc@mail.utoronto.ca
147-18 Why Is Your Boss Making You Sick? A Longitudinal Investigation
In a longitudinal investigation, cross-lagged effects of abusive supervision on subordinate health are tested, as well as pitting 4 theoretically relevant mechanisms explaining this effect against one another. Results indicate that subordinate ruminative thinking about their experiences mediates the lagged association between abusive supervision and subordinate health.
Lindie H. Liang, University of Waterloo
Samuel Hanig, University of Waterloo
Douglas J. Brown, University of Waterloo
Huwien Lian, Hong Kong University of Science and Technology
Submitter: Lindie H. Liang, lindie.liang@gmail.com

147-19 Advancing the CIP Model of Leadership: A Scale Development Effort
The purpose of this effort is to expand the use of the CIP model of leadership through the development of a new measurement scale. Findings indicate support for a 2-dimensional model based on 3 leadership styles and 12 leader characteristics with excellent fit (SRMR = .06). Implications are discussed.
Jeffrey B. Lovelace, The Pennsylvania State University
Brett H. Neely, The Pennsylvania State University
Samuel T. Hunter, The Pennsylvania State University
Submitter: Jeffrey B. Lovelace, jeffrey.b.lovelace@gmail.com

147-20 Leader Goal Orientation and Effectiveness: Mediating Effects of Transformational Leadership
This research examined transformational leadership as a mechanism through which leader state goal orientation influences leader effectiveness. Results revealed that leader state learning orientation directly influenced perceptions of transformational leadership and indirectly influenced leader effectiveness through transformational leadership. Implications for leadership science and practice are discussed.
Tyree D. Mitchell, DePaul University
Submitter: Tyree D. Mitchell, tyree.mitchell@yahoo.com

147-21 The Impact of Self-Construal on Nonverbal Behaviors of Charismatic Leadership
This study examined the relationship between interdependent self-construal and perceptions of charismatic leadership. 140 managers delivered a speech while being videotaped. SEM analyses showed that this relationship is mediated by nonverbal behaviors reflecting intention to build relationship.
Malini Nagpal, Alliant International University
Nurcan Ensari, Alliant International University
Submitter: Nurcan Ensari, nensari@alliant.edu

147-22 Who (or What) to Blame: Subordinate Attribution of Leader Errors
When leaders commit errors, subordinates are left to determine the cause: leader, self, or situation? By integrating attribution theory with a leader error taxonomy, this poster investigates follower attributions of leaders commit errors. Evidence is found that specific error types are differentially attributed to leaders over other factors.
Brett H. Neely, The Pennsylvania State University
Dawn L. Eubanks, The University of Warwick
Samuel T. Hunter, The Pennsylvania State University
Submitter: Brett H. Neely, bhneely3@gmail.com

147-23 Military Leadership, Members’ Morale, Identification, and Intentions to Stay
Among the Canadian Armed Forces, members’ perceptions of their leaders (based on the competing values framework) predicted work stressors (i.e., role ambiguity, role conflict, and role insufficiency), which subsequently predicted morale and military identification. Morale also predicted strong identification, and these, in turn, predicted intentions to stay in uniform.
Jennifer M. Peach, Defence Scientist
Erinn C. Squires, Defence Scientist
Chantal L. Lemieux, University of Ottawa
Submitter: Ann-Renee Blais, Ann-Renee.Blais@drdc-rddc.gc.ca

147-24 A Meta-Analysis of the Chinese Triad-Model of Paternalistic Leadership
A 5-language meta-analysis (N = 84, k = 93) was conducted on the triad-model of paternalistic leadership to examine its relationship with 11 theoretically relevant correlates and outcomes. Results support the notion that paternalistic leadership is not a unitary construct, and an agenda for future research is suggested.
Ajay R. Ponnapalli, Florida International University
Sibel Ozgen Novelli, FIU Center for Leadership
Nathan J. Hiller, Florida International University
Hock-Peng Sin, Florida International University
Submitter: Ajay R. Ponnapalli, ajrama@gmail.com

147-25 LMX, Organizational Cynicism, and Organizational Politics: A Cross-Lagged Examination
Testing a theoretical LMX model, this paper examines longitudinal relationships between LMX, perceptions of organizational politics, and organizational cynicism. Results from 311 employed participants suggest that, over time, perceptions of politics and organizational cynicism both predict LMX quality. LMX quality only contributes to perceptions of organizational politics not organizational cynicism.
Kristyn A. Scott, Ryerson University
David Zweig, University of Toronto-Scarborough
Submitter: Kristyn A. Scott, kristyn.scott@ryerson.ca

147-26 Impact of Role Model Similarity on Women’s Leadership Outcomes
Role models can serve as a means to counteract the prevalent “Think Leader, Think Male” stereotype. This research investigates the impact of perceived similarity to the role model on various leadership outcomes. Role model similarity was found to predict task performance, perceived performance, leadership self-efficacy and future leadership behavior.
Yashna Shah, Virginia Tech
Roseanne J. Folti, Virginia Tech
Submitter: Yashna Shah, yshah@vt.edu

147-27 Sources of Stability and Fluidity in Workers’ Implicit Leadership Theories
Little is known about antecedents, both personal and situational, of implicit leadership theories (ILTs). Using a sample of dual job holders, it was found that workers’ ILTs demonstrated both stability and fluidity; workers’ trait identities led to stability in ILTs, whereas differences in organizational culture promoted change in ILTs across contexts.
Winny Shen, University of Waterloo
Submitter: Winny Shen, winny.shen@uwaterloo.ca

147-28 The Effects of Perceived Ethical Leadership on Employee Emotional Exhaustion
This poster describes a psychological process in which ethical leadership influences emotional exhaustion through procedural justice, a process moderated by conscientiousness. Results of analyses on data collected from 537 workers revealed that the indirect effect of ethical leadership on emotional exhaustion was strongest at high levels of conscientiousness.
Sonya M. Stokes, University of Houston
Lars U. Johnson, University of Houston
L. A. Witt, University of Houston
Allison M. Boyes, University of Houston
Tiffany M. Bisbey, University of Houston
Kimberly T. Silva, University of Houston
Submitter: Lars U. Johnson, larsjohnson84@gmail.com

147-29 Humble Leadership and Engagement Interact to Predict Employee Turnover
This study was designed to determine if leaders’ humility and employees’ engagement interact to predict employee turnover. Results revealed that the relationship between engagement and turnover was negative for individuals who have humble leaders, but no relationship exists between engagement and turnover for individuals who have leaders that lack humility.
Allison N. Tenbrink, Select International
147-30 Follower Preferences for Transformational Leadership: Roles of Personality and Beliefs
This study tested a model of the relationships among followers' personality characteristics, co-production of leadership beliefs, and preference for transformational leadership. Results supported 2 indirect relationships between both motivation to lead and proactive personality and preference for transformational leadership through a dimension of followers' coproduction of leadership beliefs.
Elisa M. Torres, University of California, San Diego
Mark G. Ehrhart, San Diego State University
Submitter: Elisa M. Torres, elisatorres1189@gmail.com

147-31 A Taxonomy of Virtual Team Leadership Effectiveness Behaviors
The purpose of this research was to identify and propose a taxonomy of virtual team leadership effectiveness behaviors. Thirty-four virtual team leaders were interviewed. Results were sorted into behavioral clusters and organized into 3 metathemes to create a preliminary hierarchical framework.
Christianne Varty, University of Calgary
Thomas A. O’Neill, University of Calgary
Laura A. Hambly, Work EvOHlution
Megan Kendall, Work EvOHlution
Submitter: Thomas A. O’Neill, toneill7@gmail.com

147-32 Pride: Bright and Dark Consequences for Leader Emergence and Effectiveness
In a field study of leader–follower dyads, research examined mediating mechanisms linking leader and follower authentic and hubristic pride and leader emergence and effectiveness. Findings indicate a positive relationship between authentic pride and both leadership outcomes but a negative relationship between hubristic pride and these outcomes due to similar mechanisms.
Edward Yeung, University of Waterloo
Winny Shen, University of Waterloo
Submitter: Winny Shen, winny.shen@uwatertoo.ca

148. Functional Job Architecture: Practical Solutions for Large-Scale Job Analysis
This interactive session builds participant knowledge for conducting large-scale, functionally driven job architecture and analysis. The presenters detail process steps, tools, lessons learned, and best practices for full cycle design, validation, and implementation of enterprise job family taxonomies, competency models, role profiles, and job descriptions.
David R. Coole, APTMetrics, Presenter
Monica Schultz, Cox Communications, Inc., Presenter
Kristina K. Loignon, Lowe’s Companies, Inc., Presenter
Toni S. Locklear, APTMetrics, Inc., Presenter
Submitter: David R. Coole, dcoole@aptmetrics.com

This symposium brings together current research on diverse teams, beginning to address a critical gap in our understanding regarding why and how diversity influences team functioning. Presentations focus on different types of teams, methodologies, and relevant team outcomes, such as shared leadership, trust, creativity, and performance.
Jennifer Feitosa, City University of New York, Brooklyn College, Chairs
Maritza R. Salazar, Claremont Graduate University, Chairs
Katerina Bezukova, Santa Clara University, Discussant
Charles P. Scott, Florida Institute of Technology, Trevor N. Fry, Florida Institute of Technology, Alysson Pagan, Florida Institute of Technology, Jessica L. Wildman, Florida Institute of Technology, Team Diversity and Shared Leadership: Examining Emergence in Action Teams
Marita R. Salazar, Claremont Graduate University, Kathryn Doiron, Claremont Graduate University, Jem Lugo, Claremont Graduate University, Benjamin E. Fails, Claremont Graduate University, Facilitating Creativity: The Impact of Temporal Diversity and Task Type
William S. Kramer, Clemson University, Marissa L. Shuffler, Clemson University, Nastassia M. Savage, Clemson University, Dana C. Verhoeven, Clemson University, Diversity across Levels: A Qualitative Examination of Space Flight Crews
Submitter: Jennifer Feitosa, jennifer.feitosa81@brooklyn.cuny.edu

For nearly a century, the United States military has partnered with I-O psychologists to improve the effectiveness of its members and contribute to an understanding of workplace behaviors and performance. This panel will discuss the current state and benefits of military I-O research, and identify areas for future collaboration.
Daniel J. Watola, United States Air Force Academy, Co-Chair
Steven D. Raymer, United States Air Force Academy, Co-Chair
Walter C. Borman, University of South Florida, Panelist
Daniel R. Ilgen, Michigan State University, Panelist
Douglas Lindsay, Pennsylvania State University, Panelist
Eduardo Salas, Rice University, Panelist
Stephen J. Zaccaro, George Mason University, Panelist
Submitter: Daniel J. Watola, daniel.watola@usafa.edu

154. Alternative Session Type: 10:30AM-11:50PM IGNITE Session: I-O Hot Topics Debate: Dual or Duel?
In this fast-paced session, 6 pairs of seasoned academics will present different points of views on hot topics ranging from big data to I-O theories. After each “debate” audience members will then be asked vote on whether each pair engaged in a “dual” or shared “dual” points of view.
Lilly Lin, PAN-Performance Assessment Network, Chair
Alan D. Mead, Talent Algorithms Inc, Presenter
Michael J. Zickar, Bowling Green State University, Presenter
Kevin R. Murphy, Colorado State University, Presenter
James C. Sharf, Employment Risk Advisors, Inc., Presenter
Coaching Nightmares: What Would Julia Engelsted, George Mason University, Seth A. Kaplan, George Mason leveraged for future research. Session participants will then have the opportunity to share their insights with the overall audience, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Chair. Tori L. Crain, Colorado State University, Leslie B. Hammer, Portland State University, Ellen E. Kossek, Purdue University, Ryan C. Johnson, Ohio University, Work–Family Interventions: Lessons From the Work, Family, & Health Study Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Elizabeth M. Boyd, Kennesaw State University, Zhenyu Yuan, The University of Iowa, Discrete Episodes of Work–Family Conflict and Associated Attributes Kimberly A. French, University of South Florida, Tammy D. Allen, University of South Florida, Zheng Chen, University of South Florida, Varol Kayhan, University of South Florida, Kristen Salomon, University of South Florida, Understanding Couple Negotiations Using Sociometric Badges Peter P. Yu, The Graduate Center & Baruch College, CUNY, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Genetic Approaches in Studying Work–Family Conflict and Enrichment Marcus M. Butts, University of Texas at Arlington, Lillian T. Eby, University of Georgia, Tammy D. Allen, University of South Florida, Jessica L. Mullenburg, University of Georgia, Latent Class Procedures: Applications for Work–Family Research Samantha C. Paustian-Underdahl, Florida International University, James E. King, University of Alabama, Jonathan R. Halbesleben, University of Alabama, Using Multilevel Models to Examine Work–Family Boundary Management Submitter: Kristen M. Shockley, kristen.shockley@baruch.cuny.edu

156. Symposium/Forum: 10:30AM-11:50PM 204 C Understanding and Overcoming Resistance to Teleworking Although the majority of organizations have teleworking policies, most employees telework very infrequently or not at all. Four papers investigate reasons for this disconnect and provide practical guidance for organizations wishing to increase telework.

Seth A. Kaplan, George Mason University, Chair
Wendy J. Casper, University of Texas at Arlington, Discussant
Emily S. Medvin, George Mason University, Stephen J. Zaccaro, George Mason University, Caren Goldberg, Bowie State University, Relational, Situational, and Individual Factors Influencing Managers’ Telework Allowance Decisions
Julia Engelsted, George Mason University, Seth A. Kaplan, George Mason University, Overcoming Managers’ Resistance to Telework
Timothy Golden, Rensselaer Polytechnic Institute, Examining the Explanatory Role of Teleworker Organizational Identification
Ronald P. Vega, Fors Marsh Group, Xue Lei, George Mason University, Seth A. Kaplan, George Mason University, Why Use Flexible Work Arrangements?: A Policy Capturing Study
Submitter: Seth A. Kaplan, skaplan1@gmu.edu


This symposium presents case studies of less-than-ideal leadership coaching situations, and allows the audience to participate in real-time (via a mobile polling application) in determining the best solution to each coaching challenge. Experienced coaches will discuss possible solutions and share their actual response to the situation.

Dale S. Rose, 3D Group, Chair
Dale S. Rose, 3D Group, Who Is the Client?
Cynthia H. Alt, Alt Consulting, Shooting the Messenger
Stuart D. Sidle, University of New Haven, Sabotaging Boss?
Anne Whiting, 3D Group, “WTF?”
David Sowinski, Vantage Leadership Consulting, Of Course Expectations Are Clear!
Submitter: Dale S. Rose, drose@3dgroup.net

158. Alternative Session Type with multiple papers: 10:30AM-11:50PM 207 A Research Incubator: (Truly!) Novel Methods to Advance Work–Family Research

Six research briefs will be presented describing novel designs, instruments, and statistical analyses that can advance work–family research, followed by breakout groups to discuss how these methods can be leveraged for future research. Session participants will then have the opportunity to share their insights with the overall audience, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Chair. Tori L. Crain, Colorado State University, Leslie B. Hammer, Portland State University, Ellen E. Kossek, Purdue University, Ryan C. Johnson, Ohio University, Work–Family Interventions: Lessons From the Work, Family, & Health Study Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Elizabeth M. Boyd, Kennesaw State University, Zhenyu Yuan, The University of Iowa, Discrete Episodes of Work–Family Conflict and Associated Attributes Kimberly A. French, University of South Florida, Tammy D. Allen, University of South Florida, Zheng Chen, University of South Florida, Varol Kayhan, University of South Florida, Kristen Salomon, University of South Florida, Understanding Couple Negotiations Using Sociometric Badges Peter P. Yu, The Graduate Center & Baruch College, CUNY, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Genetic Approaches in Studying Work–Family Conflict and Enrichment Marcus M. Butts, University of Texas at Arlington, Lillian T. Eby, University of Georgia, Tammy D. Allen, University of South Florida, Jessica L. Mullenburg, University of Georgia, Latent Class Procedures: Applications for Work–Family Research Samantha C. Paustian-Underdahl, Florida International University, James E. King, University of Alabama, Jonathan R. Halbesleben, University of Alabama, Using Multilevel Models to Examine Work–Family Boundary Management Submitter: Kristen M. Shockley, kristen.shockley@baruch.cuny.edu

159. Symposium/Forum: 10:30AM-11:50PM 207 B Toward a More Flexible, Real Data Relative Importance Analysis Relative importance analysis offers researchers and nonexperts information about predictor priority within statistical models. Relative importance has, to date, generally assumed idealized data analytic conditions and somewhat simple, rigid theoretical models. This symposium extends relative importance to incorporate more real-world conditions and a wider range of theoretical models.

Joseph N. Luchman, Fors Marsh Group LLC, Co-Chair
Garet N. Howardson, Hofstra University, Co-Chair
James M. LeBreton, The Pennsylvania State University, Discussant
Jeff W. Johnson, CEB, Using Relative Weight Analysis When Suppressor Variables are Operating
Dan J. Pulka, HumRRO, Justin Strickland, University of Kentucky, Scott Toniandel, Davidson College, Estimating Relative Weights in the Face of Model Selection Uncertainty
Joseph N. Luchman, Fors Marsh Group LLC, Relative Importance Analysis With Multiple Equation Models: Parameter Estimate Importance
Garet N. Howardson, Hofstra University, General-Purpose Relative Importance Estimation Using Model-Implied Variances/Covariances
Submitter: Garet N. Howardson, gareth.howardson@gmail.com

160. Debate: 10:30AM-11:50PM 207 C No Consensus on the Census: Survey Program Best Practices Organizations rely on the expertise of industrial-organizational psychologists to deliver world-class survey programs. In this session, experienced I-O survey consultants will debate on survey program best practices including the usefulness of external norms, the competing roles of the census vs. continuous listening, top-down versus bottom-up action, and more.

Greg A. Barnett, Predictive Index, Moderator
Jeffrey A. Jolton, PwC, Presenter
Paul M. Mastrangelo, CEB, Presenter
Sara P. Weiner, IBM, Presenter
Nancy DeLay, Nancy DeLay, Presenter
Submitter: Greg A. Barnett, gabarnett@predictiveindex.com

161. Symposium/Forum: 10:30AM-11:50PM 207 D Practical Considerations for Cross-cultural Use of Self-Report Questionnaires

This session integrates research studies from 4 global employment-assessment providers with the aims of providing an overview of the impact of sociocultural factors on the functioning of self-report questionnaires, and the practical implications of these sociocultural impacts for the international use of self-report questionnaires.
162. Panel Discussion: 10:30AM-11:50PM 303 A

Playing Nicely in the Sandbox: Forming Effective Consulting Team Arrangements

The purpose of this discussion is to (a) explore examples of effective and ineffective teaming arrangements, (b) discuss characteristics of effective and ineffective teaming arrangements, and (c) provide tips and guidance for practitioners on forming effective teaming arrangements. Panelists are a mix of both internal and external consultants.

Brad A. Chambers, Polaris Assessment Systems, Chair
John D. Arnold, Polaris Assessment Systems, Panelist
Ann M. Nakamura, Union Pacific Railroad, Panelist
Gonzalo Ferro, U.S. Securities and Exchange Commission, Panelist
Ben Porr, Federal Management Partners, Chair
Marc I. Prine, Taylor Strategy Partners, Panelist

Submitter: Brad A. Chambers, bchambers@polaristest.com

163. Panel Discussion: 10:30AM-11:50PM 303 B

A View from the Trenches: EEOC/OFCCP Practitioner Update

Recent years have brought a sea of change in federal regulations impacting areas including disability status, protected military veterans, and background checks. This presentation will update the I-O community on the impact of new regulatory changes as well as on recent US government enforcement trends and current milestone settlements.

Joanna L. Colosimo, SPHR, DCI Consulting Group, Inc., Chair
Mike G. Aamodt, DCI Consulting Group, Inc., Panelist
Michelle Duncan, Jackson Lewis, P.C., Panelist
Eyal Grauer, Starbucks, Panelist
David B. Schmidt, Development Dimensions International (DDI), Panelist
Submitter: Joanna L. Colosimo, SPHR, jcolosimo@dciconslt.com

164. Panel Discussion: 10:30AM-11:50PM 303 C

Implementing Deep Organizational Change in HR-Focused Consent Decree Situations

Multiple perspectives (internal, external consultant, legal, etc.) on I-O involvement in discrimination-related consent decree cases are presented in this panel, along with recommendations for bringing about systemic organizational change when consent decrees have been entered into and the challenges posed in bringing about such change.

Marcus W. Dickson, Wayne State University, Chair
Harold W. Goldstein, Baruch College & The Graduate Center, CUNY, Panelist
Adam T. Klein, Outten & Golden LLP, Panelist
Kathleen Kappy Lundquist, APTMetrics, Inc., Panelist
Lorren O. Oliver, Personnel Board Jefferson County, Panelist
Ken Yuskos, Marymount University, Panelist
Submitter: Marcus W. Dickson, marcus.dickson@wayne.edu

165. Panel Discussion: 10:30AM-11:50PM 303 D

High-Potential Programs: Pitfalls, Precautions, and Pearls of Wisdom

Organizations have long recognized the need to identify and develop their top talent, but using assessments instead of politics to do so is a more recent development. This panel brings professionals together to explore best practices, pitfalls, precautions, and guidance for using scientifically proven assessments to drive HIPO programs.

Blaine H. Gaddis, Hogan Assessment Systems, Chair
Seymour Adler, Aon Hewitt, Panelist
Michael J. Benson, Johnson & Johnson, Panelist
Tomas Chamorro-Premuzic, Hogan Assessment Systems/University of London, Panelist
Submitter: Blaine H. Gaddis, bgaddis@hoganassessments.com

166. Community of Interest: 11:00AM-11:50PM 203 A

Allies in the Workplace and Public Sphere

Kristen P. Jones, Washington State University, Host
Kevin England, Bank of America, Host
Jamie S. Donsbach, Group for Organizational Effectiveness, Coordinator

167. Friday Seminars: 11:30AM-2:30PM 205 A

Friday Seminar: Careless Survey Responding

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. Careless responding on surveys introduces error into datasets and can affect estimates of reliability, factor structure, as well as results of hypothesis testing. This seminar will address (a) potential causes of careless responding, (b) method of identifying careless responding, and (c) recommendations for data handling prior to analysis.

Adam W. Meade, North Carolina State University, Presenter
Paul G. Curran, APTMetrics, Inc., Presenter
Meghan A. Thornton, University of Texas at San Antonio, Coordinator
Submitter: Meghan A. Thornton, meghan.thornton@utsa.edu

168. Friday Seminars: 11:30AM-2:30PM 205 B

Friday Seminar: Effective Organizational Socialization and Onboarding

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. Effective organizational socialization and onboarding of new hires can reduce employee turnover and increase employee engagement and productivity. This seminar will provide a model for analyzing an organization’s onboarding and socialization processes, review academic and applied research on organizational socialization, and share best practices for effective onboarding and socialization programs.

William Shepherd, The Wendy's Company, Presenter
Allison M. Ellis, Portland State University, Presenter
David Cadiz, Portland State University, Coordinator
Submitter: David Cadiz, dave.cadiz@gmail.com
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169-1 Sleep, Incivility, and Physical Health Outcomes Within Nurses
Within a nursing sample, this study examines the role of sleep as a mediator between experiences of incivility and physical health outcomes, as well as how the individual difference variables of rumination and hostile attribution bias might affect this relationship. Results and implications are discussed.

Alison M. Bayne, Bowling Green State University
Steve M. Jex, Bowling Green State University
Submitter: Alison M. Bayne, abayne@bgsu.edu

169-2 The Antecedents and Outcomes of Work Ability: A Meta-Analysis
This meta-analysis (Total \( k = 69; N = 61,359 \)) was conducted to uncover antecedents and outcomes of perceived work ability (WA). Using a JD-R framework, several antecedents were found of WA as well as attitudinal and behavioral outcomes. Future research and the importance of WA to organizational policy and IO/OHP research are discussed.

Grant Brady, Portland State University
Donald M. Truxillo, Portland State University
Jennifer R. Rineer, RTI International
David E. Caughlin, Portland State University
Aaron Greenfield, University of Oregon
Cosimo Gonnelli, Portland State University
Submitter: Grant Brady, brady021@cougars.csusm.edu

169-3 Daily Workload Anticipation, Approach Coping, and Employees’ Stress Mindset
This poster examined the relationships between day-specific workload anticipation, approach coping, performance and vigor, testing employees’ stress mindset as a moderator. The association between workload anticipation and approach coping was moderated by stress mindset. Approach coping predicted performance and linked workload anticipation to performance for employees with a positive stress mindset.

Anne Casper, University of Mannheim
Sabine Sonnentag, University of Mannheim
Stephanie Tremmel, University of Mannheim
Submitter: Anne Casper, anne.casper@uni-mannheim.de

169-4 Improving Utilization of Mental Health Treatment in High Stress Occupations
This study organized recommendations to encourage and improve utilization of mental health treatment among employees in a high-stress occupation. Active-duty soldiers were interviewed and qualitative methods employed to assess soldier recommendations for the different ways to facilitate awareness and receipt of treatment for those who are experiencing mental health problems.

Janelle H. Cheung, Clemson University
Thomas W. Britt, Clemson University
Mary Anne Raymond, Clemson University
Heidi Zinzow, Clemson University
Cynthia L.S. Pury, Clemson University
Submitter: Janelle H. Cheung, janelle.h.cheung@gmail.com

169-5 Work, Interrupted: Measuring Subjective Interruption Experience and Its Strain Outcomes
A scale was developed based on a model of interruptions to capture the subjective experience of 4 types of workplace interruptions. The scale was then used to predict employee affective, psychological, and physical strain. Results suggest different types of interruptions differentially predict affective, psychological, and physical strain.

Keaton A. Fletcher, University of South Florida
Sean Potter, University of South Florida
Britany N. Telford, University of South Florida
Submitter: Keaton A. Fletcher, fletcherk@mail.usf.edu

169-6 Measurement Invariance of Three Burnout Inventories Across Sex
This poster investigated group differences of burnout across sex, hypothesizing the presence of violations of measurement invariance. Participants (\( n = 579 \)) completed the Copenhagen Burnout Inventory, the Oldenburg Burnout Inventory, and the Maslach Burnout Inventory. Data were analyzed using CFA and IRT approaches. Results indicated no violations of measurement invariance.

Garett C. Foster, Bowling Green State University
Michael J. Zickar, Bowling Green State University
Submitter: Garett C. Foster, fosterg@bgsu.edu

169-7 Chronic Pain Interference at Work: The Role of Negative Affectivity
Research proposed that daily fluctuations in pain interference at work relate to negative affect, which, in turn, relates to exhaustion. Full-time workers (\( N = 59 \)) with chronic pain completed 2 surveys per day for 5 consecutive workdays. Results indicated that negative affect mediated the relationship between pain interference and end-of-day exhaustion.

Zachary L. Fragoso, Wayne State University
Alyssa K. McGonagle, Wayne State University
Submitter: Zachary L. Fragoso, Dx8068@wayne.edu

169-8 A New Lens on Safety Leadership: Applying a Pattern-Oriented Approach
Using latent profile analysis, this poster investigated the effect of combinations of transformational, transactional and passive leadership on workplace safety. This advances safety leadership research by going beyond linear relationships between individual leadership styles and safety. A stable leader profile (moderate transformational, transactional leadership) was linked with high safety performance.

Sara M. Guediri, The University of Manchester
Sharon Clarke, The University of Manchester
Elinor O’Connor, University of Manchester
Submitter: Sara M. Guediri, sara.guediri@mbs.ac.uk

169-9 Role Overload and Health Behaviors: Demonstrating Behavioral Adaptation Longitudinally
This study examines the adaptability of health behaviors (sleep quality, diet quality, and physical activity) to experiences of role overload. Results suggest that people’s engagement in health behaviors do indeed adapt to experiences of role overload, and that sleep quality influences future experiences of role overload.

Alexandra Henderson, Bowling Green State University
Russell A. Matthews, Bowling Green State University
Submitter: Alexandra Henderson, smrcina@bgsu.edu

169-10 Work Stressors, OCB, and CWB: The Role of Physical Activity
The study examines the relationship between work stressors and extra-role performance behaviors, including counterproductive work behavior and organizational citizenship behavior. Physical activity is examined as a potential moderator in these relationships. Results indicate that physical activity moderates the stressor–CWB relationship but not the stressor–OCB relationship.

Kristin A. Horan, Bowling Green State University
Submitter: Kristin A. Horan, khoran@bgsu.edu

169-11 Are Workplace Safety Constructs Susceptible to Impression Management?
Two studies assessed the relationship between impression management and multiple safety-related variables (e.g., safety knowledge, safety behavior, safety climate, self-reported incidents). Impression management response style related significantly to multiple workplace safety constructs even after controlling for impression management substance (personality).

Nathanael L. Keiser, Texas A&M University
Stephanie C. Payne, Texas A&M University
Submitter: Nathanael L. Keiser, keiser.nate@gmail.com

169-12 Effect of Customer Entitlement on Employee Coping and Emotional Exhaustion
Building on the transactional theory of stress and conservation of resources theory, this 3-wave longitudinal study demonstrates that customer entitlement relates to multiple coping behaviors, which in turn influence employee emotional exhaustion. Also, the impact of customer entitlement is moderated by the discrepancy/consistency between employees’ service belief and behavior.
**169-13 Integrative Job Crafting Model's Relationship With Psychological Health at Work**
This study proposed an integrated job crafting framework and new scale to determine which job crafting components were most related to psychological health at work. Expansion job crafting dimensions were moderately and positively linked to well-being and negatively linked to burnout, whereas contraction job crafting dimensions showed the opposite pattern.

Jessica Londei-Shortall, University of Montreal
Véronique Dagenais-Desmarais, Université de Montréal

Submitter: Jessica Londei-Shortall, j.londei.shortall@gmail.com

**169-14 The Role of Individual Differences in a Model of Workplace Safety**
This study examines the moderating effect of 2 safety-specific individual difference variables on relationships within a model of workplace safety. It was found that consideration of future safety consequences and safety locus of control moderate several relationships between perceptions of safety climate, safety motivation, and safety performance.

Archana Manapragada, Florida International University
Renzo J. Barrantes, Florida International University
Valentina Bruk Lee, Florida International University

Submitter: Archana Manapragada, amana008@fiu.edu

**169-15 Correlates of Instrumental and Emotional Social Support: A Meta-Analytic Examination**
It is sometimes assumed that instrumental and emotional social support share common consequences because they are highly correlated. Using the framework of the specificity hypothesis, meta-analysis and meta-regression from 73 samples found that instrumental and emotional support contribute uniquely to perceptions of work stressors, affective strain, and job performance outcomes.

Michael T. Mathieu, University of California, Berkeley
Kevin J. Eschelman, San Francisco State University

Submitter: Michael T. Mathieu, michael_mathieu@haas.berkeley.edu

**169-16 Unifying the Climate Literature Within a Total Worker Health Framework**
This study applied a total worker health framework to the climate literature. Using an online 2-wave data collection (N = 564), a model was tested whereby the effects of eight different climate measures were mediated by an overall Total Worker Health climate that was then related to employee well-being.

Alec H. Munc, Johnson and Johnson
Adam R. Cox, Clemson University
Robert R. Sinclair, Clemson University
Janelle H. Cheung, Clemson University

Submitter: Alec H. Munc, alec123707@gmail.com

**169-17 Illegitimate Tasks as an Impediment to Employee Satisfaction and Motivation**
Illegitimate tasks are those that violate role norms about what employees can be reasonably expected to do. This study explores how illegitimate tasks relate to intrinsic motivation and job satisfaction. This work examines effort-reward imbalance as a mediating mechanism for these relationships and tests whether such links vary by gender.

Rachel Omansky, The Graduate Center & Baruch College, CUNY
Erin Eatough, Baruch College & The Graduate Center, CUNY
Marcus J. Fila, Ohio University

Submitter: Rachel Omansky, rcomansky@gmail.com

**169-18 Safe and Sound at Work: The Role of Positive Affectivity**
This poster tested a psychological process in which safe leadership practices have direct and indirect effects on safety participation. Results revealed the more positive the personnel’s affectivity, the more likely they were to perceive safer work conditions.

Amanda L. Palmer, University of Houston
Candice L. Thomas, University of Houston
Sophie Romay, University of Houston
Lars U. Johnson, University of Houston
L. A. Witt, University of Houston

Submitter: Amanda L. Palmer, amandalgpalmer@gmail.com

**169-19 Effects of challenge stressors on thriving at work**
A diary study with 124 knowledge workers (5 workdays, 3 measurement occasions per weekday) shows that challenge stressors (time pressure, learning demands) differentially affect both components of thriving at work (learning, vitality). Further, cognitive appraisals of the work situation (challenge, hindrance) are used to explain these differential effects.

Roman Prem, University of Vienna
Sandra Ohy, University of Kassel
Betina Kubicek, University of Vienna
Christian Kornurka, University of Vienna

Submitter: Roman Prem, roman.prem@univie.ac.at

**169-20 Understanding What “Feeling Supported” Means by Assessing Supportive Coworker Behaviors**
A measure of social support behaviors was developed and assessed across a pilot and 2 studies. Study 1 confirmed the measure’s behavioral content domains and its application as a coping response. In Study 2, employees in a nonprofit organization completed a 2-wave survey assessing received social support and key outcomes.

Clair A. Reynolds Kueny, Saint Louis University
Mindy K. Shoss, University of Central Florida
Morgan Robertson, Saint Louis University
Aaron J. Van Groningen, Saint Louis University

Submitter: Clair A. Reynolds Kueny, creyno15@slu.edu

**169-21 Job Demands and Resources: Organizational Communication and Nontask Organizational Conflict**
This poster examines the role employee perceptions of organizational communication plays in influencing nontask organizational conflict and burnout. Perceptions of organizational use of formal communication lowered employee burnout through its influence on nontask organizational conflict. Contrary to expectations, employees’ reliance on informal communication seemed to produce demand rather than resource effects.

Jose F. Rodriguez, Florida International University
Valentina Bruk Lee, Florida International University

Submitter: Jose F. Rodriguez, rodrigej@fiu.edu

**169-22 Distracted Driving on the Job: Modified Stages of Change Model**
This study explored the application of the stages of change model to study the use of electronic communication devices among employees prohibited from using them while driving on company business. Discriminant function analyses succeeded in identifying which psychosocial factors facilitate assignment to more advanced behavioral stages among employee drivers.

Sergey Sinelnikov, National Safety Council
Brett M. Wells, Talent Plus, Inc.

Submitter: Brett M. Wells, bwells@talentplus.com

**169-23 Increasing Employee Wellness Program Participation: Motivating Behaviors and Person-Organization Fit**
Two studies examining the effect of health in the workplace were conducted. Findings provide evidence for health behaviors as a mediator between individual health factors and health outcomes and suggest the importance of organizational health climate and perceived person-organization health value fit on desired organizational outcomes.

Alexander Stemer, Central Michigan University
Terry A. Beehr, Central Michigan University

Submitter: Alexander Stemer, steme1ap@cmich.edu

**169-24 Measuring Work Ability. Evaluating the German Work Ability Survey-R**
In 3 samples (n1 = 1,093, n2 = 359, n3 = 458), the Work Ability Survey-R was evaluated. It improves on 3 drawbacks of the quasistandard work ability measurement, the Work Ability Index: Focus on physical health and personal capacity, limited level of detail, and an empirical ceiling effect.
169-25 Measurement Equivalence of a Safety Climate Measure Within Multilevel Data

Faultline theory suggests that national culture and language may influence respondents' interpretation of safety climate items for various reasons including construct relevance of item content, response sets/bias, and frame of reference. Multilevel modeling of an archival data set of 8,790 employees indicated that measurement equivalence did not hold across these 2 faultlines.

Xiaohong Xu, Texas A&M University
Stephanie C. Payne, Texas A&M University
Mindy E. Bergman, Texas A&M University

Submitter: Xiaohong Xu, redlittle1983@gmail.com

169-26 Do Conscientiousness and Agreeableness Predict Citizenship Better for Older Workers?

This study examined whether age moderated the relationship between personality (i.e., conscientiousness, agreeableness) and OCB (i.e., civic virtue) in a sample of 257 employees. As suggested by socioemotional selectivity theory, both broad and facet levels of conscientiousness and agreeableness were differentially related to civic virtue for older and younger workers.

Lale Muazzez Yaldiz, Portland State University
Donald M. Truxillo, Portland State University
David Cadiz, Portland State University
Eli M. Dapolonia, Pacific University

Submitter: Lale Muazzez Yaldiz, lyaldiz@pdx.edu

170. Community of Interest: 12:00PM-12:50PM 203 A

Big Data Science Needs: Theory, Training, and Beyond

Fred Oswald, Rice University, Host
Richard A. Guzzo, Mercer, Host
Anthony S. Boyce, Aon Hewitt, Coordinator

171. Roundtable/Conversation Hour: 12:00PM-12:50PM 207 A

21st Century Training Challenges Facing the US Military

This session will explore 21st century leadership training challenges faced by the United States military. The conversation will be structured around 2 timely challenges: diversity and inclusion and sexual assault. Time will be reserved to encourage open discussion and brainstorming regarding specific military training challenges participants may face.

Kizzy M. Dominguez, KPC, Host
Katina Sawyer, Villanova University, Host
Lindsey M. Lee, Florida Institute of Technology, Host

Submitter: Lindsey M. Lee, lmlee02@gmail.com

172. Symposium/Forum: 12:00PM-1:20PM 201 A

Exploring Pregnancy Bias in Field Settings: Emergence, Consequences, and Remediation

In light of the increasingly common experience of working during pregnancy and evidence indicating pregnancy discrimination in employment settings pervades in today’s workforce, this symposium aims to highlight pregnancy bias in employment settings and generate practical solutions to improve pregnant workers’ experiences in hopes of retaining them post childbirth.

Kristen P. Jones, Washington State University, Chair
Jacquelyn M. Brady, Washington State University, Vancouver, Kristen P. Jones, Washington State University, Lila M. Cortina, University of Michigan, Workplace Support During Pregnancy as a Predictor of Postpartum Outcomes
Devalina Nag, University of Houston-Downtown, Whitney Botsford Morgan, University of Houston-Downtown, Isaac E. Sabat, George Mason University, Sarah Singletary Walker, University of Houston Downtown, Effects of Pregnancy Disclosure and Timing on Evaluations of Competence
Christopher T. Austin, Washington State University; Kristen P. Jones, Washington State University, Jill C. Bradley-Geist, University of Colorado at Colorado Springs, Expectant Mothers and Fathers in Academia: Student Ratings of Teaching
Rachel Trump, Rice University, Christine L. Nitrouer, Rice University, Michelle (Mikki) Hebl, Rice University, Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, The Inevitable Stigma for Childbearing-Aged Women in the Workplace
Ho Kwan Cheung, George Mason University, Eden B. King, George Mason University, Does It Pay for Parents to Take Short Parental Leaves?

Submitter: Kristen P. Jones, kristen.jones@wsu.edu

173. Symposium/Forum: 12:00PM-1:20PM 201 B

Leader Development: Developing Self and Developing Others

Developing leaders is of continual interest within organizations. This symposium takes a holistic view of leader development, including motivation to develop as a leader, ways in which leaders change over time, the impact of reflection on development, and how mentors develop leadership competencies in mentees.

Stefanie A. Plemons, U.S. Army Research Institute, Chair
Gregory A. Ruark, U.S. Army Research Institute, Discussant
David Wallace, George Mason University, Stephen J. Zaccaro, George Mason University, Motivation in Leader Development

Submitter: Stefanie A. Plemons, stefanie.a.plemons.civ@mail.mil

174. Panel Discussion: 12:00PM-1:20PM 201 C

Amplifying Employee Voice: New Directions in Employee Listening

Employee voice is important, but how should organizations listen? This session will build on research currently underway about what organizations are doing at the forefront of employee listening, and how employees feel about it. Listen to three forward thinking practitioners share real-world guidance for organizations designing a modern listening program.

Rena L. Rasch, Medtronic, Chair
Cameron Klein, IBM, Panelist
Jonathan Levine, ngageworks, Panelist
Michael M. Woodward, Human Capital Integrated, Panelist

Submitter: Rena L. Rasch, renarasch@gmail.com

175. Panel Discussion: 12:00PM-1:20PM 201 D

Inclusive Leadership: Fulfilling the Promise of Diversity from the Top

Experienced scholars and practitioners will engage participants in dialogue about inclusive leadership, and its relationship to diversity, inclusion, and results. Participants will consider whether there is a universal construct of inclusive leadership, developing inclusive leadership, and methods of developing inclusive leaders. Organizations encouraging inclusive leaders will report processes and results.

Charley C. Morrow, Linkage, Co-Chair
Bernardo M. Ferdman, Alliant International University, Co-Chair
Binna Kandola, Pearn Kandola, Panelist
Steven H. Larson, TIAA-CREF Financial Services, Panelist
Jeanine Prime, Catalyst, Panelist
Ann Schulte, Procter & Gamble, Panelist

Submitter: Charley C. Morrow, charleymorrow@gmail.com

2016 SIOP Conference | FRIDAY PM | Anaheim, CA
University of Illinois at Urbana-Champaign, Emily J. Grijalva, University of Buffalo, Narcissism, Gender, and Counterproductive Work Behavior
Edgar E. Kauzel, Pontificia Universidad Católica de Chile, Satoris C. Culbertson, Kansas State University, Alexander T. Jackson, Kansas State University, Pedro I. Leiva, Universidad de Chile, Jere I. Slaughter, University of Arizona, Why Narcissists Dismiss Advice? A Test of Two Mechanisms
Mickey B. Smith, University of Southern Mississippi, J. Craig Wallace, Oklahoma State University, Dark Triad, Intention to Terminate, and Abusive Supervision
Szu-Han Lin, Michigan State University, Lingling Pan, Michigan State University, Zhiya Guo, Michigan State University, Russell E. Johnson, Michigan State University, The Potential Bright Side of Narcissism
Jason Dahling, The College of New Jersey, Linda Szijjártó, University of Pécs, Zlatko Smajlarić, Institute for Migration and Ethnic Studies, A Latent Profile Analysis of the Dark Triad
Submitter: Szu-Han Lin, linszu@broad.msu.edu

178. Panel Discussion: 12:00PM-1:20PM  204 A
I-O Versus the Media: Who Are Millennials, Anyway?
In this unconventional session, panelists “debate” popular media reports on Millennials in the workplace, with the goal to identify the right sources of information, and the right messages, to deliver to key stakeholders. Panelists also dispel myths that surround all generational groups and how they interact at work.
Jerry Seibert, Metrus Group, Inc., Chair
Leslie A. Betheencourt, ESPN, Panelist
Molly L. Delaney, Hay Group, Panelist
Scott T. Gebhardt, Sirota Consulting, LLC, Panelist
Carolyn Hill-Fotouhi, Merck & Co., Inc., Panelist
Prema Ratnasingham, Dell Inc., Panelist
Jolene L. Skinner, Sitel, Panelist
Submitter: Molly L. Delaney, Molly.Delaney@haygroup.com

179. Panel Discussion: 12:00PM-1:20PM  204 B
The Future of the Publication Process in I-O Psychology
The purpose of this panel is to address some of the most frequently raised concerns regarding the publication process in I-O psychology. Five influential scholars will offer their perspective and advice regarding several issues faced by many researchers, with the goal of providing clarity and direction for the future.
Jessica M. Nicklin, University of Hartford, Co-Chair
Scientific Affairs Committee, SIOP, Co-Chair
John Antonakis, University of Lausanne, Panelist
Gilad Chen, University of Maryland, Panelist
James M. LeBreton, The Pennsylvania State University, Panelist
Steven G. Rogelberg, University of North Carolina Charlotte, Panelist
Janet L. Barnes-Farrell, University of Connecticut, Panelist
Submitter: Jessica M. Nicklin, nicklin@hartford.edu

180. Alternative Session Type: 12:00PM-1:20PM  204 C
Rise of HR: Wisdom from 73 HR Thought Leaders
The editors of the multi-essay book “The Rise of HR” will discuss key issues that global HR leaders will address in the next decade. They will engage the audience in discussing how I-O can meet these challenges, provide innovative research to close knowledge gaps, and drive evidence based decisions.
William A. Schiemann, Metrus Group, Inc./CLEAR Institute, Chair
Dave Ulrich, University of Michigan/the RBL Group, Presenter
Libby Sartain, Libby Sartain LLC, Presenter
Submitter: William A. Schiemann, wschiemann@metrus.com

181. Panel Discussion: 12:00PM-1:20PM  206 A
So Happy Together: Improving Client and Consultant Relationships
I-O consultant–client interactions provide opportunities for mutual success but also misunderstanding. The panel brings together seasoned I-O consultants and clients to role play and share experiences and strategies for successful client–consultant relationships. The session is targeted to early career professionals but could benefit any practitioner.
Kathy MacKay, Aon Hewitt, Chair
Catherine Clause, Wells Fargo, Panelist
Jessica Oseidach, Bank of America, Panelist
Heather D. Rooney, CEB, Panelist
Charles N. Thompson, Taylor Strategy Partners, Panelist
KD Zaldivar, Shell Oil, Panelist
Submitter: Kathy MacKay, kdmackay223@att.net

182. Symposium/Forum: 12:00PM-1:20PM  207 B
Simulating Space Missions: Findings From High-Fidelity Research Analogs
High-fidelity research allow researchers an opportunity to marry rigorous experimental design with generalizable conditions. NASA funds many behavioral studies to explore teams living and working in space mission-like scenarios. This symposium presents information on the latest NASA-funded research and the importance of high-fidelity analog environments for space team research.
Lauren Blackwell Landon, Wyle-NASA, Chair
Bryan J. Caldwell, Institute for Translational Sciences, Peter Roma, Institutes for Behavior Resources/Johns Hopkins University, Kim Binsted, University of Hawai'i, Team Cohesion, Performance, and Biopsychosocial Adaptation Research at HI-SEAS
C. Shawn Burke, University of Central Florida, Marissa L. Shuffler, Clemson University, Christopher Wiese, Purdue University, Ryan Howell, University of Central Florida, Investigating Shared Leadership in Isolated, Confined Environments: An Analog Perspective
Kathleen L. Mosier, San Francisco State University, Ute Fischer, Georgia Institute of Technology, Supporting Communication and Space-Ground Collaboration During Long Duration Exploration Missions
Tripp Driskell, Florida Maxima Corporation, C. Shawn Burke, University of Central Florida, Megan E. Gregory, University of Central Florida/Institute for Sim, James Driskell, Florida Maxima Corporation, Eduardo Salas, Rice University, Using Analog Environments to Examine Team Roles in Exploration Missions
Suzanne T. Bell, DePaul University, Shaniqee G. Brown, DePaul University, Tyree D. Mitchell, DePaul University, A Quantitative Review of Team Research in LDSEM-Analogue Environments
Submitter: Lauren Blackwell Landon, lauren.landon@nasa.gov

183. Symposium/Forum: 12:00PM-1:20PM  207 C
High Potential Assessment: Comparing Methods in the Wild
High potential programs are an increasingly popular method for identifying and developing future leaders. Leadership potential is still a novel construct, leading to a somewhat rudderless assessment approaches by organizations. This symposium will provide direction for researchers and practitioners by presenting four different approaches used by organizations to assess potential.
Thomas S. Skiba, Developmental Dimensions International (DDI), Co-Chair
Rachael T. King, Developmental Dimensions International (DDI), Co-Chair
Douglas H. Reynolds, Development Dimensions International (DDI), Co-Chair
Christopher T. Rotolo, PepsiCo, The Power of the Dark Side in Predicting Leadership Potential
Rachael T. King, Developmental Dimensions International (DDI), Thomas S. Skiba, Developmental Dimensions International (DDI), Douglas H. Reynolds, Development Dimensions International (DDI), Multitrait Multimethod Approach to Predicting High Potential Status
Submitter: Thomas S. Skiba, tomsgskiba@gmail.com
184. Panel Discussion: 12:00PM-1:20PM 207 D
School's Out for Summer, School's Out Forever: Gaining Applied Experience
This panel will share practical advice to help current graduate students prepare for an applied career. Topics include how to gain valuable applied experiences early in graduate school, successfully find high-quality internships during the middle portion of one's academic career, and eventually transition to full-time employment.
Adam J. Ducey, IBM, Co-Chair
Michael C. Tocci, Procter & Gamble, Co-Chair
Maria Chushak, Express Scripts, Panelist
Mark Grichanik, Rush University Medical Center, Panelist
Julia W. Howell, Johnson & Johnson, Panelist
Mengqiao Liu, Development Dimensions International (DDI), Panelist
Kyle D. McNeil, University of Minnesota, Panelist
Catherine Savage, Vantage Leadership Consulting, Panelist
Submitter: Adam J. Ducey, aducey@mail.usf.edu
185. Symposium/Forum: 12:00PM-1:20PM 303 A
Work Interruptions: Expanding Research on Types, Sources, and Moderators
This symposium examines the types (e.g., cognition based vs. emotion based) and sources (e.g., work vs. family) of work interruptions and their relationships with outcomes both at work and as they relate to work–nonwork relationships. Moderators of these relationships are also explored, including emotions and resiliency.
Satosi S. Culbertson, Kansas State University, Co-Chair
Ann H. Huffman, Northern Arizona University, Co-Chair
Nicole Boyko, University of Connecticut, Janet L. Barnea-Farrell, University of Connecticut, Cognition-Based and Emotion-Based Distraction Processes: Examination Within a Work–Family Framework
Laura N. Johnson, University of Minnesota, Aaron M. Schmidt, University of Minnesota, To Do Nothing by Halves: Interruptions, Affect, and Memory
Angela R. Grotto, Manhattan College, Karen S. Lyness, Baruch College and Graduate Center, CUNY, Antecedents and Consequences of Work-to-Nonwork Interruptions: An Event Reconstruction Approach
Julie S. Zide, Goldman Sachs, Maura J. Mills, Hofstra University, Cornila Shahani-Denning, Hofstra University, Carolyn A. Sweetapple, North Shore-LIJ Health System, Employee Resilience Against Interruptions: Implications for Work and the Worker
Submitter: Satoris S. Culbertson, satoris@ksu.edu
186. Symposium/Forum: 12:00PM-1:20PM 303 B
The Art and Science of Executive Assessment: Research and Practice
Executive assessment has been broadly used in organizations. Although research of assessment targeted at other types of employees is abundant in the literature, the research base on executive assessment lags behind. This session presents a conceptual discussion, an empirical study, and 2 cases of the application of executive assessment.
Guangrong Dai, Korn Ferry, Chair
Sandra O. Davis, MDA Leadership Consulting, Discussant
Rob F. Sizer, HR Assessment & Development/Baruch, Graduate Center CUNY, Executive Assessments: Applications, Challenges and Organizational Context
Susanne Blazek, Korn Ferry, Jeff A. Jones, Korn Ferry, A Year on the Job: Simulations-Based Assessments' Versatile Utility
Stephanie Butler, Assess Systems, Adam H. Kabin, Assess-Systems, Leadership Development Assessment at Scotiabank
Arnold Dhanesar, MetLife, Jurgen Bank, BTS, Rich Dapra, BTS, Howard Epstein, BTS, A Multimetric Approach to GM Readiness Assessment
Submitter: Guangrong Dai, grdai@hotmail.com
187. Symposium/Forum: 12:00PM-1:20PM 303 C
Ex-Offenders Navigating the Hiring Process: Insights From Research and Practice
Ex-offenders experience challenges reentering the workforce. This symposium will highlight those challenges, present empirical research aimed at addressing those challenges, and integrate these findings with practice as to develop pathways for the successful reemployment of ex-offenders.
Abdulfatah A. Ali, Michigan State University, Co-Chair
Ann Marie Ryan, Michigan State University, Co-Chair
James L. Oultz, Oultz and Associates, Discussant
Nicole Jones Young, University of Connecticut, Jakari N. Griffith, Bridgewater State University, Banning the Box and the Stigma: Receptivity to Hiring Ex-Offenders
Abdulfatah A. Ali, Michigan State University, Brent J. Lyons, Simon Fraser University, Ann Marie Ryan, Michigan State University, Jessica Keeney, APTMetrics, Inc., Tony S. Locklear, APTMetrics, Inc., Ex-Offenders Use of Impression Management Tactics to Mitigate Threat Perceptions
Kemi Salawu Anazodo, York University, Ex-Offenders in Employment: The Psychological Implications of Disclosure and Concealment
Jessica Keeney, APTMetrics, Inc., Tony S. Locklear, APTMetrics, Inc., Criminal Background Checks: Practical Issues for Employers and EEOC Concerns
Submitter: Abdulfatah A. Ali, abdali04@gmail.com
188. Symposium/Forum: 12:00PM-1:20PM 303 D
21st Century Skills: Why Do They Matter to I-O?
21st century skills are the focus of much discussion and several policy initiatives. The presentations in this session highlight research that clarifies what these skills are and how they are relevant to the world of work, spanning topics of job analysis, training, and recruitment.
Tara S. Behrend, The George Washington University, Co-Chair
Jon C. Willford, The George Washington University, Co-Chair
Lori L. Foster, North Carolina State University, Discussant
Adam M. Kanar, Brock University, Job Search Knowledge and Skills: A Complement to Employee Recruitment
Alexander E. Gloss, North Carolina State University, Michael J. Cox, The George Washington University, Natalie A. Wright, Valdosta State University, Skills for Data, People, and Things in the 21st Century
Submitter: Jon C. Willford, email@jonwillford.com
189. Poster Session: 1:00PM-1:50PM Ballroom A-E
189-1 Social Interest Complexity Scale: A Novel Approach to Interest Assessment
Research developed a new scale for assessment of interest in social fields that does not only evaluate the presence of an interest but also takes into account the level of complexity at which one is interested. The scale explains incremental variance over traditional measures in predicting academic domain satisfaction.
Yalcin Ackizoglu, Middle East Technical University
Yonca Toker, Middle East Technical University
Submitter: Yonca Toker, yotoker@metu.edu.tr
189-2 The Desire and Capability to Job Craft
This study examined how both situational and individual characteristics (worker autonomy and proactive personality) can influence job crafting. It was found that both autonomy and proactive personality were positively related to job crafting, with proactive personality being more strongly related to job crafting than was autonomy.
Lynn Beer, Kansas State University
Patrick A. Knight, Kansas State University
Aaron Entringer, Kansas State University
Submitter: Lynn Beer, lbeer@ksu.edu
189-3 Self-Stereotyping and Vocational Choice Among Asian Americans
Asian Americans are often labeled as the “model minority.” Although positive stereotypes are believed to be beneficial, the false social depiction has a strong influence on their behavior and self-perceptions. This study examined how social identity moderates the impact of career preferences for Asian Americans.
tempered positive work–study facilitation only when students' resources perspective. Following COR, unforeseen events impaired well-being and were developed using a dynamic conservation of resources (COR) career decision making self-efficacy across the profiles were discussed.

Results reveal 6 quantitatively and qualitatively distinct subgroups of individuals. The role of gender and differences in vocational interests and persistence among recent STEM graduates. SEM analyses indicated that fit-based dimensions predicted greater persistence than did Chao and colleagues' (1994) socialization dimensions constituted 2

This study examined how these different orientations toward work impact employee experiences, attitudes, and retain workers as a means to mitigate aging workforce labor shortages.

This theoretical paper introduces a bottom-up model of servant leadership. Using social exchange theories, the paper explains how followers' outstanding performance, OCB, unique skills, prosocial orientation, and strategic career management increase leaders' dependence on them, and in turn bring out greater servant leadership in their leaders.

SinHui Chong, Michigan State University
Submitter: SinHui Chong, chongain@msu.edu

189-5 Latent Profiles of Domain-Specific Self-Efficacy for the Holland RIAISEC Themes
Latent profile analysis was used to investigate within-group heterogeneity in domain-specific self-efficacy among Korean college students (N = 550). Results reveal 6 quantitatively and qualitatively distinct subgroups of individuals. The role of gender and differences in vocational interests and career decision making self-efficacy across the profiles were discussed.

Seokjoon Chun, University of South Florida
Ju Ri Joeng, Chonnam National University
Submitter: Seokjoon Chun, seokjoon@mail.usf.edu

189-6 Psychosocial Employability as Predictors of Staff Satisfaction With Retention Factors
This poster explored individuals' psychosocial employability attributes as predictors of their satisfaction with organisational retention factors. Finding indicated that proactivity positively predicted satisfaction with job characteristics; career self-management positively predicted satisfaction with training and development opportunities, career opportunities and work–life balance.

Melinde Coetzee, University of South Africa
Rudolf M. Oosthuizen, University of South Africa
Elleen Stoltz, University of South Africa
Submitter: Rudolf M. Oosthuizen, oosthmr@unisa.ac.za

189-7 Work Pressure From Part-Time Work: Dynamic Conservation of Resources Perspective
A diary study investigated how part-time work pressure affected university students' ability to cope with acute unforeseen events. Hypotheses were developed using a dynamic conservation of resources (COR) perspective. Following COR, unforeseen events impaired well-being and tempered positive work–study facilitation only when students' resources were already depleted (high work pressure).

Eva Derous, Ghent University
Jonas W. B. Lang, Ghent University
Submitter: Eva Derous, eva.derous@ugent.be

189-8 Organizational Socialization and STEM Career Persistence
This poster examined organizational socialization and career persistence among recent STEM graduates. SEM analyses indicated that Chao and colleagues' (1994) socialization dimensions constituted 2 factors. The fit-based dimensions predicted greater persistence than did the task-based dimensions. Further, the relationship between fit-based socialization and persistence was stronger for women than for men.

Taylor Gehringer, University of Nebraska-Omaha
Carey S. Ryan, University of Nebraska-Omaha
Submitter: Taylor Gehringer, tgehringer@unomaha.edu

189-9 Jobs, Careers, and Callings: An Exploratory Field Study
New research shows that people relate to work in different ways. Some see their work as a job, while others view it as their career or calling. This study explored how these different orientations toward work impact employee experiences, attitudes, and needs at work.

Patrick K. Hyland, Sirota Survey Intelligence
Anthony W. Caputo, Sirota Survey Intelligence
David W. Reeves, II, Sirota Survey Intelligence
Submitter: Patrick K. Hyland, pHyland@sirota.com

189-10 A Meta-Analysis of Protean and Boundaryless Careers Predicting Employee Withdrawal
A meta-analysis of protean and boundaryless career attitudes in relation to outcomes associated with withdrawal processes was conducted. Drawing from the turnover literature, a conceptual model was developed and tested where career attitudes are hypothesized to induce withdrawal via two mediating mechanisms: organizational commitment and perceived employment opportunities.

Submitter: Caitlin M. Porter, caitlinmporter@gmail.com

189-11 A Longitudinal Analysis of Formal Orientation Variables on Job Attitudes
This study examined how the manner in which factors related to a federal agency's formal orientation influences occupational attitudes. Results showed that satisfaction with orientation components and orientation learning but not orientation effectiveness and overall orientation satisfaction were significantly related to a variety of job attitudes over a 12-month period.

Benjamin E. Liberman, U.S. Office of Personnel Management
Andrew DeCesare, University at Albany, SUNY
Renée Vincent, Missouri State University
Steven R. Burnkrant, U.S. Office of Personnel Management
Sarah Johnson, Alliant International University
Submitter: Benjamin E. Liberman, bel2104@columbia.edu

189-12 Effects of Personality and Personality Match in Formal Mentoring Relationships
This study examined the effects of personality traits and personality match on the satisfaction of 86 mentor–mentee pairs over time in a formal mentoring program. Findings indicate some support for a relationship between satisfaction and some personality trait and trait matches for both mentors and mentees.

Alyssa Marshall, Colorado State University
Kurt Kraiger, Colorado State University
Submitter: Alyssa D. Marshall, amarsha@rams.colostate.edu

189-13 Global Job Rotation Programs: Talent Development or Free Vacation?
This study evaluated a global job rotation program at a Fortune 50 company. Rotation program participants were matched with nonparticipants using 2 different sets of criteria to evaluate 3 outcomes. Program participants and nonparticipants did not differ by performance but did significantly differ by innovation and total job roles.

Kelly B. McPhaul, PepsiCo
Christina Fleck, PepsiCo
Richard J. Chambers, IL, PepsiCo
Andrew Martins, PepsiCo
Kristen Van Breen, Columbia
Submitter: Kelly B. McPhaul, kbmcpaul@yahoo.com

189-14 Distal Effects of Adolescent Restless Sleep on Career Success Outcomes
Although immediate effects of poor sleep are studied extensively, few studies have investigated the long term impact of restlessness on career success. This study examined indirect effects of restlessness on career outcomes through self-control, depression, mastery, and education. Several indirect effects suggest that poor sleep may have long term implications.

Lisa S. Moore, Florida Institute of Technology
Trevor N. Fry, Florida Institute of Technology
Sara K. Trane, Florida Institute of Technology
Michael S. Beverage, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Submitter: Lisa S. Moore, LS, MS, ABD, Lmoore2009@my.fit.edu

189-15 Mentorship-based Training: Not a One-Size-Fits-All Aging Workforce Solution
This study investigates mentorship-based development programs to train and retain workers as a means to mitigate aging workforce labor shortages.
189-16 A Dynamic Perspective on Socialization: The Role of Self-Esteem
This poster examined the dynamic relation between self-esteem and ingratiation (i.e., a form of other-focused impression management) among newcomers. Using behavioral plasticity theory, it was hypothesized that low self-esteem individuals are more susceptible to environmental cues across time compared to their counterparts, leading to steeper trajectories in ingratiation behaviors during “onboarding.”
Katharina Schmitz, Maastricht University
Mien Segers, Maastricht University
Bert Schreurs, Maastricht University
Submitter: Katharina Schmitz, k.schmitz@maastrichtuniversity.nl

189-17 Social identity, a Missing Link Between Employment and Performance
Employment and identity are commonly believed to be closely related, but how do they affect each other? This paper takes the case of job insecurity to chart the relationship between employment and identity. Results of a longitudinal survey indicate that threatened employment affects identity and thereby performance, commitment and well-being.
Eva Selenko, University of Sheffield
Submitter: Eva Selenko, e.selenko@sheffield.ac.uk

189-18 Making It Fit: Proactive Personality Predicts Overqualified Newcomers' Adjustment
This poster examines proactive personality as a moderator of the effects of newcomer perceived overqualification on adjustment outcomes via initial levels and growth in enthusiasm and autonomy. Findings indicate that proactivity buffers the less favorable initial perceptions (i.e., enthusiasm and autonomy) of overqualified newcomers, ultimately leading to more positive adjustment outcomes.
Lauren Simon, Portland State University
Talya N. Bauer, Portland State University
Berrin Erdogan, Portland State University
William Shepherd, The Wendy’s Company
Submitter: Lauren Simon, lausimon@pdx.edu

189-19 An Investigation of the Queen-Bee Phenomenon in Mentoring Relationships
This study examined the underlying mechanisms that account for protégés’ negative evaluations of women in managerial roles. Survey results from 246 participants provide preliminary evidence for the absence of in-group distancing. Results indicate that these negative evaluations stem from violating stereotypical expectations held by both male and female protégés.
Lebena S. Varghese, Northern Illinois University
Meghan Huntton Lindeman, Northern Illinois University
Alexia M. Santuzzi, Northern Illinois University
Submitter: Lebena S. Varghese, lebeeee@gmail.com

189-20 Behind Closed Doors: A Closer Look at Mentor Behaviors
Researchers often examine mentoring functions, but don’t often look closely at specific behaviors. This poster explored mentors’ perspectives on the most helpful mentoring behaviors they used and topics they addressed following mentoring meetings, and looked for differences in responses between pairs that remained in the program and those who abandoned it.
Elora Voyles, Northern Illinois University
Sarah F. Bailey, Northern Illinois University
Lisa Finkelstein, Northern Illinois University
Submitter: Elora Voyles, eloracv@gmail.com

189-21 Paying It Forward? Organizational Inducements’ Mixed Effects on Executive Mentoring
Do organizational inducements influence senior executives’ mentoring behavior? In a multisource study of senior executives (N = 242) and their direct reports (N = 1506), the researchers found mixed results; relational inducements were positive associated with mentoring while transactional inducements were negative associated. The findings challenge assumptions about the trickle-down benefits of organizational rewards.
Dayna Walker, Claremont Graduate University
Jeffrey Yip, Claremont Graduate University
Submitter: Dayna Walker, dayna.walker@cgu.edu

189-22 Networking Depletes Self-Regulatory Resources, but not for Everyone
Despite the consistently proven long-term macro benefits of networking, there may be negative short-term micro consequences. Combining predictions from job demands-resources model and ego depletion theory, research shows in a randomized-controlled experiment that networking depletes individuals’ self-regulatory resources. Moreover, it is found that extraversion and social skills buffer the depleting effect.
Laura Marie Wingender, University of Cologne
Hans-Georg Wolff, University of Cologne
Submitter: Hans-Georg Wolff, hans-georg.wolff@uni-koeln.de

189-23 Gossips Fiercer Than Tigers: Effect of Gossips on Innovative Behavior
Based on self-evaluation perspective, by introducing OBSE and creative self-efficacy as mediator and moderator respectively, this study attempts to investigate the effect and influencing mechanism of workplace negative gossip on employee innovative behavior. Multiwave data from 296 employees in 9 IT companies provided support for the hypotheses.
Haoying Xu, Central University of Finance and Economics
Ming Kong, Tsinghua University
Submitter: Haoying Xu, wangzhen.568@126.com

190. Community of Interest: 1:00PM-1:50PM
203 A
Early I-O Education: Enhancing Visibility in High School and Undergraduate School
Nicholas P. Saltar, Ramapo College of New Jersey, Host
Peter D. Bachiochi, Eastern Connecticut State University, Host
Dev K. Dalal, University of Connecticut, Coordinator

191. Roundtable/Conversation Hour: 1:00PM-2:00PM
207 A
Hospital(ity): The Intersection of the Healthcare and Hospitality Industries
This discussion is intended to bridge practitioners from 2 seemingly disparate industries—healthcare and hospitality—by discussing common best practices related to recruitment, selection, and development of talent, as well as the measurement of service/care quality and guest/patient satisfaction and loyalty. The hosts will facilitate a networking opportunity for attendees.
Holly Olson, Talent Plus, Inc., Host
Scott C. Whiteford, Talent Plus, Inc., Host
Submitter: Brett M. Wells, bwells@talentplus.com

192. Symposium/Forum: 1:30PM-2:50PM
201 A
Tweet, Post, and Link: Creating a Presence and Brand Online
As the digital world has moved more content online, social media has become a leading method for raising visibility around one’s brand and our field. This session will offer practical guidance for using LinkedIn and Twitter to grow one’s brand and raise awareness of I-O Psychology.
Tiffany R. Poeppelman, LinkedIn, Chair
Steven G. Rogelberg, University of North Carolina Charlotte, Discussant
Tiffany R. Poeppelman, LinkedIn, SIOP Visibility: Reframing Perceptions around Personal and Professional Boundaries
Tilmann Sheets, Louisiana Tech, Using Social Media to Increase Awareness of I-O Psychology
Evan F. Sinar, Development Dimensions International (DDI), From Connections to Curation: Unlocking LinkedIn’s Full Power and Potential
Paul Thoresen, MPAAW, Twitter 2.0 for I-O Psychology Branding & Beyond
Submitter: Tiffany R. Poeppelman, tiffanyripley@gmail.com
Exploring Strategies to Buffer the Detrimental Impacts of Customer Mistreatment

Although the detrimental impacts of customer mistreatment have been well demonstrated, little is known about what factors can effectively attenuate such detrimental impacts. The symposium highlights strategies and characteristics that can help employees to better handle customer mistreatment, including positive reflection, prosocial recollection, perspective taking, conflict handling, and perceived control.

Yujie Zhan, Wilfrid Laurier University, Chair
Yihao Liu, University of Florida, Co-Chair
Mo Wang, University of Florida, Discussant
Yujie Zhan, Wilfrid Laurier University, Xiaoxiao Hu, Old Dominion University, Su Kyung Kim, Wilfrid Laurier University, Xiang Yao, Peking University, Customer Mistreatment and Daily Work Outcomes: Effect of Positive Reflection
Yifan Song, University of Florida, Yihao Liu, University of Florida, Kediana Lanaj, University of Florida, Valeria Alterman, University of Florida, Junqi Shi, Sun Yat-Sen University, Daily Intervention to Mitigate Perceived Customer Mistreatment's Negative Effects
Young Ho Song, McGill University, Ruodan Shao, University of Manitoba, Daniel Skafricki, University of British Columbia, Jungkyu Park, McGill University, Effects of Conflict-Handling Strategy on Daily Customer Mistreatment/Employee Performance Relationship
Katharine Penix, University of Hartford, Olga L. Clark, University of Hartford, Service Encounters of an Uncivil Kind

Submitter: Yihao Liu, danielha323@gmail.com

Walking the Fine Line: Managing Sticky Coaching Situations

This session will focus on difficult situations in coaching engagements that require a coach to navigate questions of ethics, managing boundaries in the coach/client relationship and conflicting obligations. The panelists will discuss steps they would take to address various vignettes reflecting challenging coaching situations.

Veronica S. Harvey, Schmidt Harvey Consulting, Co-Chair
Christopher Selenta, Aon Hewitt, Co-Chair
Casey C. Smith, The Graduate Center & Baruch College, CUNY, Co-Chair
Richmond S. Fourmy, Aon Hewitt, Panelist
Laura Heaton, Penske, Panelist
Tim Jackson, Jackson Leadership Inc., Panelist
David B. Peterson, Google, Panelist

Submitter: Christopher Selenta, cselenta@hotmail.com

Teaching Diversity During Times of Turbulence: A SIOP Teach-In

This session will present advice from psychology and business faculty on teaching about difference, diversity, and discrimination during socially turbulent times. Current social issues (e.g., police brutality, immigration, marriage equality) can impact the process of teaching these topics. Topics include intercultural settings, identity, emotional labor, and resistance to diversity.

Kecia M. Thomas, University of Georgia, Chair
Lindsay Brown, University of Georgia, Co-Chair
Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, Panelist
Derek R. Avery, Wake Forest University, Panelist
Lindsay Johnson, University of Cincinnati, Panelist
Ny Mia Tran, Muhlenberg College, Panelist
Sabrina D. Volpone, University of New Mexico, Panelist

Submitter: Lindsay Brown, lbrown0@uga.edu

Ignite: Now Sell Me This!

How can we better sell the value of I–O solutions to fellow I–Os, clients, and stakeholders? In this fast-paced Ignite session, 9 experienced practitioners will share how they sell the value of various I–O solutions to specific audiences. Insights will inform aspiring and current practitioners alike.

Donald E. Lustenberger, Development Dimensions International (DDI), Co-Chair
Irina F. Cozma, Development Dimensions International (DDI), Co-Chair
Jeffrey R. Labrador, Kenexa, an IBM Company, Presenter
Alissa D. Parr, Select International, Presenter
Erica N. Drew, DaVita Healthcare Partners, Presenter
Janis M. Ward, J. M. Ward Consulting, Presenter
Trevor J. Shylock, Caliper, Presenter
Krista Hoffmeister, JBS, Presenter
Lizzette Lima, Right Management, Presenter
Katherine L. Bittner, Bittner and Associates, LLC, Presenter
Debbie Logan, Halliburton, Presenter

Submitter: Donald E. Lustenberger, don.lustenberger@ddiworld.com

Women at the Top: Perspectives on Getting There and Staying

This collection of papers represents a highly cohesive theme of emerging literature examining opt out and leaky pipeline issues for high-powered women. This research examines challenges in obtaining and remaining in top positions for women.

Erin Eatough, Baruch College & The Graduate Center, CUNY, Chair
Karen S. Lynes, Baruch College & Graduate Center, CUNY, Discussant
Ruoxi Xia, University of Ottawa, Lauren M. Lapiere, University of Ottawa, Work–Family Issues and Growth Intentions of Female Entrepreneurs
Elizabeth M. Boyd, Kennesaw State University, Erin Wolf, Kennesaw State University, Tanya Brinkley, Kennesaw State University, Qualitative Explorations of the Leaky Pipeline for Women in Law

Erin Eatough, Baruch College & The Graduate Center, CUNY, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Elizabeth Minei, Baruch College, CUNY, When Female Breadwinners Intend to Leave Their Profession
Yael Oelbaum, The Graduate Center & Baruch College, CUNY, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Understanding Why Female Leaders Are on the Glass Cliff

Submitter: Erin Eatough, erin.eatough@baruch.cuny.edu

Closing the Digital Gap: Barriers and Inertia in Talent

Organizations face challenges at different steps in the talent lifecycle. From sourcing and screening, to hiring and onboarding, developing and retaining, the battle for talent has intensified as technology has evolved. The goal of this panel is to identify barriers and discuss innovative methods for developing advanced talent strategy.

Chad C. Parson, Aon Hewitt, Chair
Christopher T. Huynh, Aon Hewitt, Co-Chair
Melinda Scheuer, Sears Holdings Corporation, Panelist
John F. Skinner, Sears Holdings Corporation, Panelist
Paul Rubenstein, Aon Hewitt, Panelist
Megan Chandler, Marriott International, Panelist
201. Symposium/Forum: 1:30PM-2:50PM  206 A
Modern Tools and Samples for the Ubiquitous Workplace Survey
Although advances in technology and sampling strategy have facilitated focused investigations into relevant workplace topics, research investigating negative consequences of modern survey techniques has lagged behind innovation. This symposium features research examining the impact of modern survey design, methodology, sampling, and data analysis on research conclusions and applied practices.

Submitter: Wei Wang, wei.wang@ucf.edu
Tanner A. Kluth, University of Central Florida, Wei Wang, University of Central Florida, Amy Wax, California State University, Long Beach, Ryan Boyd, University of Texas at Austin, Kate Neiderhoffer, Soothspace, James J. Killian, IBM, Co-Chair

Amy DuVernet, Training Industry, Inc., Chair
Tara S. Behrend, The George Washington University, Discussant

Submitter: Amy DuVernet, amyduv@gmail.com

202. Symposium/Forum: 1:30PM-2:50PM  207 B
Making Big Data Smart: Challenges in Measurement, Analysis, and Validity
I-O psychologists have shown tremendous interest in big data, yet have faced critical challenges in measurement, analysis, and validity issues. Moving from “bigness” to “smartness,” this symposium presents 4 studies showcasing big data techniques that provide new insights and predict meaningful outcomes with greater precision for pivotal I-O questions.

Wei Wang, University of Central Florida, Chair
Ryan Boyd, University of Texas at Austin, Co-Chair
Jing Jin, Facebook, Discussant
Wei Wang, University of Central Florida, Ivan Hernandez, University of Illinois at Urbana-Champaign, Daniel A. Newman, University of Illinois at Urbana-Champaign, Jibo He, Wichita State University, Jianguo Bian, University of Florida, Twitter Analysis: U.S. Weekly Trends in Work Stress and Emotion
Ryan Boyd, University of Texas at Austin, Kate Neiderhoffer, Soothspace, James Pennebaker, University of Texas at Austin, Word of Advice: Language and Psychological Features of Work-Related Advice
Amy Wax, California State University, Long Beach, Understanding Team Self-Assembly: A Mixed Methods Approach
Tanner A. Kluth, University of Central Florida, Wei Wang, University of Central Florida, Eric J. Sydell, SHAKER, Derek L. Mracek, SHAKER, Predicting Job Performance From Text Responses: A Big Data Approach

Submitter: Wei Wang, wei.wang@ucf.edu

203. Panel Discussion: 1:30PM-2:50PM  207 C
Consulting Without Insulting: Managing Difficult Client Conversations and Interactions
This session will present a panel of consultants who each bring real-world examples of difficult client interactions. Panelists will share situations they have encountered and how they handled them, including business challenges, ethical dilemmas, communication difficulties, poor research findings, or simply having to tell a client “no.”

Dawn Lambert, PSI Services LLC, Chair
Mitchell W. Gold, Right Management, Panelist
James H. Killian, IBM, Panelist
Penelope C. Palmer, PSI Services LLC, Panelist
Scott M. Reithel, APT, Inc., Panelist

Submitter: Dawn Lambert, dawn.burnett@gmail.com

204. Symposium/Forum: 1:30PM-2:50PM  207 D
Workplace (In)Civilty: New Insights Into Contexts, Consequences, and Boundary Conditions
This symposium presents 5 studies of incivility (and civility) in organizations. Presenters address the contexts that give rise to workplace (in)civility, the consequences that follow it, and the conditions that attenuate or exacerbate it. Translating science into solutions, each talk will include practical recommendations for cultivating civil environments in organizations.

Lilia M. Cortina, University of Michigan, Chair
Emily A. Vargas, University of Michigan, Co-Chair
Verónica Caridad Rabelo, University of Michigan, Disrespect in Dirty Work: Incidence and Impact Among University Janitors
Samantha January, Texas A&M University, Kathi N. Miner, Texas A&M University, Does the Source Matter? Gendered Faculty Experiences of Academic Incivility
David D. Walker, University of British Columbia, Daniella van Jaarsveld, University of British Columbia, Dennis Ma, University of British Columbia, Mo Wang, University of Florida, Effects of Employee Exhaustion and Hardiness on Responses to Incivility
Keri C. Nelson, University of Connecticut, Vicki J. Magley, University of Connecticut, Examining Mechanisms Linking Incivility to Engagement
Christine Porath, Georgetown University, Sebastian L. Schorch, Grenoble Ecole de Management, Alexandria Gerbasi, Grenoble Ecole de Management, Kristin L. Cullen-Lester, Center for Creative Leadership, Civility: How It Spreads and What Limits Its Potential

Submitter: Emily A. Vargas, emvargas@umich.edu

205. Panel Discussion: 1:30PM-2:50PM  303 A
Understanding the Professional and Research Needs of Employee Selection Practitioners
The purpose of this panel is to define the most critical needs of I-O psychologists who practice in the field of employment testing and selection and to identify specific actions in response that will assist practitioners who work in the field.

Nancy T. Tippins, CEB, Chair
Maria Arboleda, Google, Panelist
Anthony S. Boyce, Aon Hewitt, Panelist
Erica L. Hauck, PepsiCo/Frito-Lay, Panelist
Megan K. Leasher, Macy’s, Inc., Panelist
Robert P. Michel, Edison Electric Institute, Panelist
Brendan G. Neuman, United Airlines, Panelist
Ren Nygren, Walmart Stores Inc., Panelist
Rachel D. Plugg, Baylor Scott & White Health, Panelist
Seth Zimmer, AT&T, Panelist

Submitter: Nancy T. Tippins, ntippins@cebglobal.com

206. Panel Discussion: 1:30PM-2:50PM  303 B
Feedback at Work: Bridging Science and Practice
Workplace feedback, the act of providing employees with information about their job-related potential or performance, is a common psychological intervention in talent management. The panel will discuss the gap between the science and practice of feedback, and provide evidence-based recommendations for improving feedback interventions at work.

Tomas Chamorro-Premuzic, Hogan Assessment Systems/University of London, Chair
Robert Hogan, Hogan Assessment Systems, Panelist
Todd Carlisle, Google, Panelist
Erica M. Rivera, RHR International, LLP, Panelist
Marc Effron, Talent Strategy Group, Panelist
Julie Merges, Edmunds.com, Panelist
Submitter: Tomas Chamorro-Premuzic, tomaschamorropremuzic@gmail.com

207. Panel Discussion: 1:30PM-2:50PM  303 C
Why Survey Data Fail—and What to Do About It
The difference between best practices of survey methodology and pragmatism can often be a challenge for new survey creators and put them at risk of presenting inaccurate findings. The purpose of this panel is to discuss common pitfalls, knowing limitations, and the “dark side” of conducting surveys within large organizations.

Terri Shapiro, Hofstra University, Chair
209-6 The Importance of Rater’s Personality in Weighting Job Performance Dimensions
The role of rater personality in weighting OCB, CWB, and task performance when rating job performance was examined. Results supported that Big 5 factors have relationships with performance ratings. This study highlights the importance of an aspect level approach to personality, advance our understanding of ratings, and stimulate future research.
Mary Gao, University of Minnesota
Aaron M. Schmidt, University of Minnesota
Laura Wallace, University of Minnesota
Submitter: Mary Gao, gaoxx385@umn.edu

209-7 Extraversion, Emotional Stability, and Their Nonlinear Relationships With Employee Turnover
Big 5 personality traits as predictors of employee turnover are considered. Research further considers the nonlinear nature of these relationships. Results support predictions that Extraversion and Emotional Stability have nonlinear relationships with turnover, such that these relationships are stronger on the lower end of the predictor continuum.
Angelica Garza, George Mason University
Alex P. Lindsey, George Mason University
James C. Meaden, George Mason University
Submitter: Alex P. Lindsey, aplindse@gmail.com

209-8 SK BARS System: Ongoing Performance Management for Municipal Police
This paper draws from nearly 20 years of experience with a municipal police division to make a timely contribution. The poster clarifies and extends Smith and Kendall’s classic Behaviorally Anchored Rating Scale process to encompass a rigorous performance management system that provides ongoing, multilevel, developmental, and evaluative feedback.
Michael A. Gillespie, University of South Florida Sarasota-Manatee
Jennifer Z. Gillespie, University of South Florida Sarasota-Manatee
Katherine A. Sliter, FurstPerson
Kevin Nolan, Hofstra University
May C. Colatat, Edward Jones
Katherine A. Sliter, FurstPerson
Robert M. Guion, Bowling Green State University
Submitter: Michael A. Gillespie, magillespie@usf.edu

209-9 The Impact of Thwarted Competence-Presentation on Turnover Intentions
Thwarted competence-presentation can generate uncertainty regarding people’s own competence (self-focused competence uncertainty) as well as regarding how competent they are in others’ eyes (other-focused competence uncertainty). Focusing on self-focused competence uncertainty, it is further proposed that self-focused competence uncertainty mediates the relationship between thwarted competence-presentation and turnover intentions.
Jungwoo Ha, London Business School
Submitter: Jungwoo Ha, jha@london.edu
209-10 Self-Efficacy, Achievement- Versus Learning-Oriented Effort, and Complex Task Learning
This study examined moderators of the self-efficacy-to-effort relationship in complex task learning. The results revealed within-person self-efficacy’s effects on achievement-oriented effort were moderated by both between-person self-efficacy and the practice-performance distinction. However, within-person self-efficacy was negatively related to learning-oriented effort in both practice and performance contexts.

Jay H. Hardy, Oregon State University
Eric A. Day, University of Oklahoma
Logan M. Steele, University of Oklahoma
Joseph A. Westlin, University of Oklahoma
Christopher Nguyen, University of Oklahoma
Submitter: Jay H. Hardy, jhardy@oregonstate.edu

209-11 Measuring Rating Accuracy and Overestimating Accuracy Effects
Cronbach’s components of accuracy are the primary criteria in accuracy research. However, there are meaningful concerns about their psychometric qualities. Thirty-six rating accuracy studies were meta-analyzed to evaluate the extent of the validity of these concerns. Results provide further support that differential accuracy findings should not be trusted.

Neil M. A. Hauenstein, Virginia Tech
Eugene J. Kutscher, III, Rider University
Micah Roediger, Virginia Tech
Submitter: Neil M. A. Hauenstein, nhauen@vt.edu

209-12 Examining Incremental Velocity Effects on Affective Reactions During Goal Pursuit
Two studies were conducted to advance research on self-regulation via predictions derived from control theory. Evidence is presented for the incremental effect of objective velocity over and above objective discrepancy on affective outcomes. In addition, the mediating role of perceived performance judgments linking objective velocity to affect is explored.

Dustin K. Jundt, Saint Louis University
Cort W. Rudolph, Saint Louis University
Paul Werth, Saint Louis University
Victoria L. Whittaker, Saint Louis University
Submitter: Dustin K. Jundt, djundt@slu.edu

209-13 Resilience: Uncovering Key Factors and Mechanisms for Reducing Employee Turnover
This work is an investigation of the organizational factors and individual mechanisms that reduce employee turnover. This work uses a sample of current organizational members to demonstrate that interpersonal relations and role clarity can foster resilience and reduce subsequent turnover.

Danielle D. King, Michigan State University
Joana C. Kuntz, University of Canterbury
Katharina Naswall, University of Canterbury
Submitter: Danielle D. King, kingda11@msu.edu

209-14 Do Raters Always Disagree? A Meta-Analysis That Considers Time
This meta-analysis investigated the influence of time on self-ratings and observer-ratings of performance. It was found that stability was similar, self-observer agreement remained the same, and temporal consistency was higher in self- than observer ratings. Type of performance and type of observer rater moderated these relationships.

Angela Lee, University of Illinois at Urbana-Champaign
Mengyang Cao, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign
Submitter: Angela Lee, alee99@illinois.edu

209-15 Rethinking the Effect of Learning Goal Orientation on Job Performance
This study examined a curvilinear relationship between learning goal orientation and job performance and a moderating effect of task variety. The results indicated that learning goal orientation had a positive relationship with job performance when task variety was low but had an inverted-U shaped relationship when task variety was high.

Gina J. Medsker, HumRRO
Kenneth Pritchard, Metropolitan Washington Airports Authority
Sarah Cogswell, HumRRO
Submitter: Gina J. Medsker, gmedsker@humrro.org

209-16 Addressing Deficiencies in Turnover Frameworks: Employee-Employer’s Voluntariness Turnover Typology
Addressing deficiencies in the voluntary–involuntary paradigm of turnover, the new typology suggests 4 types of turnover situation based on the configuration of voluntariness of the individual and the organization in turnover decisions. This classification system should aid future turnover research by providing a consistent and elaborated structure.

Li Lin, University of Oklahoma
Submitter: Li Lin, li.lin-1@ou.edu

209-17 Predicting Voluntary Turnover With Job Performance Within Dynamic Labor Markets
Using historical data for over 500 employees, it was found that current performance predicts voluntary turnover but the effects of dynamic performance were nonsignificant. Results also suggest that labor market trends, rather than current conditions, predict turnover beyond the effects of job performance. Implications for research and practice are discussed.

Andrew C. Loignon, University of North Carolina-Charlotte
William Tewalt, UNUM
Timothy Clayton, UNUM
Submitter: Andrew C. Loignon, andrew.loignon@gmail.com

209-18 Multirater Feedback and Rater Gender: 360 Bias Protection
This research calls for a reexamination of the traditional notion that 360-degree feedback is best suited for development and not for making employment-related decisions. Despite past research finding some evidence of gender bias in multirater feedback, this study shows that gender-based rating differences are likely not a substantial concern.

Meghan R. Lowery, Eli Lilly and Company
Joel T. Nadler, Southern Illinois University Edwardsville
Submitter: Joel T. Nadler, jnader@siue.edu

209-19 The Impact of Self-Efficacy and Incentives on Multiple-Goal Resource Allocation
This theoretical article discusses how the relationship between self-efficacy and resource allocation might be influenced by the presence of multiple, competing goals with differing incentive structures. Previous research on the relationship between self-efficacy and resource allocation in multiple goal contexts is integrated with established research on incentive structures.

Win T. Matsuda, University of Minnesota
Aaron M. Schmidt, University of Minnesota
Submitter: Win T. Matsuda, matsu098@umn.edu

209-20 How Job Attitudes Differentially Predict Different Types of Turnover
This poster explores organizational commitment as a mediator of the relationship between person–job fit and turnover. Turnover is categorized into 2 categories, internally driven and externally driven, and relationships with previously established predictors are assessed. Results partially support our predictions that attitudinal factors have stronger relationships with internally driven turnover as compared to externally driven turnover.

James C. Meaden, George Mason University
Alex P. Lindsey, George Mason University
Angelica Garza, George Mason University
Submitter: James C. Meaden, james.meaden@gmail.com

209-21 Relationship of Pay Increases to Satisfaction, Commitment, and Turnover Intentions
Affective events theory (AET) was used to examine how pay increase size was related to the perceived magnitude of the increase, affective reactions, job satisfaction, organizational commitment, and turnover intentions. Mixed support for AET was found. Perceived magnitude mediated relationships between pay increase size, affective reactions, and outcome variables.

Gina J. Medsker, HumRRO
Kenneth Pritchard, Metropolitan Washington Airports Authority
Sarah Cogswell, HumRRO
Submitter: Gina J. Medsker, gmedsker@humrro.org
209-22 Regulatory Fit Theory in Organizational Sciences: Clarifying Issues and Methods
The effect of regulatory fit on behaviors and individual differences was examined by analyzing 92 studies. Findings indicate fit effects are robust and no moderators eliminate the regulatory fit effect. Further, in creating fit, message-framing strategies have a stronger effect than goal pursuit strategies. Implications for I-O psychology are discussed.
Andrew M. Miller, Virginia Tech University
Nikita Arun, Virginia Tech University
Samantha L. Garrett, University of South Florida
Maureen E. McCusker, Virginia Tech University
Neil M. A. Hauenstein, Virginia Tech University
Submitter: Andrew M. Miller, amiller6@vt.edu

209-23 Managers Can Reduce Intentions to Quit With Good Meetings
The association between employee–supervisor relationship quality and intentions to quit the organization as moderated by negative affectivity (NA) was examined. Employees thought less about quitting when managers communicated the support of the organization and fostered quality relationships with their subordinates in meetings, and the effect depended on employee NA.
Joseph E. Mrroz, University of Nebraska at Omaha
Joseph A. Allen, University of Nebraska at Omaha
Submitter: Joseph E. Mrroz, jmrroz@unomaha.edu

209-24 When and How Consistently Employees Arrive and Depart from Work
Past research has highlighted the importance of workplace attendance. However, limited research still exists on the topic. This study provides a stepping stone for future research by identifying and testing predictors of when employees arrive and depart from work, and their consistency in doing so.
Vias Nicolaides, George Mason University
Cory S. Adis, CEB Company
Philip L. Gilmore, Infor
Submitter: Vias C. Nicolaides, vnicolai@gmu.edu

Self-concept has been an important topic of research, but little work has examined self-concept contents and structure in a performance context. This study examined this issue, investigating relationships between self-concept components, motivational orientation, and performance-related outcomes within individuals over time. Results indicated self-concept influences motivational orientation which then affects performance.
Marne H. Pomerance, Human Resources Technologies, Inc., DEOMI
Patrick D. Converse, Florida Institute of Technology
Submitter: Marne H. Pomerance, mpomerance2009@my.fit.edu

209-26 Do Job Hoppers Fit Into the Unfolding Model of Turnover? The job hopping motives (advancement and escape) of 707 people were examined and compared to components of the unfolding model of turnover. Job hoppers used some but not all unfolding model components, suggesting possible model improvements. Prediction of withdrawal was improved by adding job hopping motives to unfolding model components.
Alison G. Shrift, University of Minnesota-Duluth
Christopher J. Lake, University of Minnesota, Duluth
Submitter: Alison G. Shrift, shriff003@d.umn.edu

209-27 When Hurrying Offsets the Benefits of Time-Based Goal Setting
Goal setting theory finds that specific, difficult goals result in higher performance. This specific idea did not generalize to our time-based (task completion time) task. However, difficult goals caused increased sensitivity to key variables and increased impulsivity suggesting that time-based goals might promote behaviors that impair goal achievement.
Andrew P. Tenbrink, Kansas State University
Michael E. Young, Kansas State University
Submitter: Satoris S. Culbertson, satoris@ksu.edu

209-28 Considering Conditional Effects Within the Performance Trend, Attribution, Rating Linkage
This poster investigated conditional effects of rater performance and mode of information integration on the linkage between performance trend, observer attributions, and performance ratings. Results indicate that raters who more explicitly process dynamic performance information and perform poorly on the task being rated make stronger effort attributions, which subsequently impact ratings.
Eileen C. Toomey, Saint Louis University
Paul Werth, Saint Louis University
Cort W. Rudolph, Saint Louis University
Submitter: Cort W. Rudolph, rudolphc@slu.edu

209-30 Secondary Traumatic Stress: Implications for Volunteer Engagement and Turnover Intentions
Utilizing a conservation of resources theoretical framework, this study examined secondary traumatic stress as a resource-depleting state, resulting in increased disengagement and increased turnover intentions among volunteers operating within highly stressful roles. Further, it explored compassion satisfaction as a resource-enhancing buffer of the deleterious effects of secondary traumatic stress.
Stephanie A. Weddington, University of Nebraska-Omaha
Lisa Leahy Scherer, University of Nebraska-Omaha
Joseph A. Allen, University of Nebraska-Omaha
Submitter: Stephanie A. Weddington, sweddington@unomaha.edu

209-31 Using Quality and Quantity as Cues to Disengage From Tasks
This poster introduces a quality–quantity categorization of stop rules—criteria people use to identify stopping points of tasks—to complement the conventional sufficiency–enjoyment distinction. Through construction of a questionnaire measuring preferences for these stop rules, the factor structure and the relationships with other individual differences variables are examined.
Tetsuhiro Yamada, University of Minnesota
Aaron M. Schmidt, University of Minnesota
Submitter: Tetsuhiro Yamada, yamad017@umn.edu

209-32 Feedback Intervention Perceptions: Development and Validation of a Measure
This study presents and tests a multidimensional measure of perceptions toward feedback intervention. Confirmatory factor analysis supported a 5-factor structure. Correlational analyses demonstrated strong, differential relationships with feedback reaction measures and job satisfaction. Regression analyses demonstrated direct effects on motivation and intent to use feedback. Organizational justice mediated the relationship.
Brandon L. Young, Mountain States Employers Council, Inc.
Barbara A. Fitzsche, University of Central Florida
Submitter: Brandon L. Young, byoung@msec.org

210. Community of Interest: 2:00PM-2:50PM
203  A SIOP’s Response to the APA Collusion Report: Making Ethics Matter
Joel M. Lefkowitz, Baruch College, and the Graduate Center, CUNY, Host
Deirdre J. Knapp, HumRRO, Host
Dev K. Dalal, University of Connecticut, Coordinator

211. Roundtable/Conversation Hour: 2:00PM-2:50PM
207  A Meditation, Mindfulness and Flourishing in Organizations
The construct of mindfulness and its contribution to the workplace examined. Presenters will discuss methods for studying it, meditation practices used to cultivate it, and its importance for I-O psychology research and practice. The intention is to create a learning community of I-O psychologists interested in these practices.
Donald D. Davis, Old Dominion University, Host
Marc B. Sokol, Sage Consulting Resources, Host
Submitter: Donald D. Davis, dddavis@odu.edu
PREREGISTRATION AND ADDITIONAL FEE REQUIRED. Attendees will learn how to apply several modern prediction models and algorithms that have helped characterize the Big Data revolution in organizations (e.g., random forests, gradient boosted trees). Workshop attendees will apply these methods using RStudio and the R programming language. Sample code and data sets will be provided.
Fred Oswald, Rice University, Presenter
Dan J. Putka, HumRRO, Presenter
John W. Fleenor, Center for Creative Leadership, Coordinator
Submitter: John W. Fleenor, fleenor@ccl.org

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. This seminar aims to enhance I-O psychology practice through the incorporation of principles from research on employee work–life balance, well-being, safety, and physical and psychological health promotion. Experts will guide participants through a series of case study examples, best practices, and facilitated job crafting and change implementation exercises.
David W. Ballard, APA, Presenter
Autumn D. Krauss, Sensis, Presenter
Robert R. Sinclair, Clemson University, Presenter
Lindsay E. Sears, Healthways, Coordinator
Submitter: Lindsay E. Sears, sears4545@yahoo.com

214. Poster Session: 3:00PM-4:20PM Ballroom A-E
Performance Appraisal/Perf Management/Prosocial Behavior
214-1 A Cross-Cultural Comparison of a Job Performance Rating Survey
Measurement invariance properties of job performance survey were examined across 4 countries. Partial scalar invariance was achieved, allowing for comparisons of latent scores. Regression weights of performance dimensions on overall ratings were also examined. Weights cannot be considered equal across countries, but the significant predictors were mostly consistent.
Cristina Anguiano-Carrasco, Educational Testing Service
Julia Golubovich, Educational Testing Service
Submitter: Julia Golubovich, jgolubovich@gmail.com

214-2 Do Haptic Cues Increase Performance on Spatial Tasks?
This study was conducted to examine whether haptic cues can increase performance for spatial tasks. We summarized the available literature on haptic feedback and supported this model. Thus, we demonstrated that the meta-perspective effect can make job performance more similar to supervisor ratings even in an Asian sample.
Inchul Cho, Texas A&M University
Christopher M. Berry, Indiana University
Stephanie C. Payne, Texas A&M University
Submitter: Inchul Cho, iccho83@gmail.com

214-3 Examining the Structure and Measurement Invariance of Student Citizenship Behavior
This study examined the factor structure of the student organizational citizenship behavior (OCB) scale (Schmitt et al., 2008). Results showed that individual initiative, loyalty, and interpersonal helping were empirically distinct dimensions of student OCBs. In addition, the scale displayed measurement invariance across samples, as well as student and employment status.
Timothy J. Bartkoski, University of Missouri-St. Louis
Andie J. Preuss, University of Missouri-St Louis
John P. Meniac, University of Missouri-St. Louis
Stephanie M. Merritt, University of Missouri-St Louis
John S. Sifka, Jr., Anheuser-Busch
Lauren LaBat, University of Missouri-St. Louis
Submitter: Timothy J. Bartkoski, tjb39@mail.umsl.edu

214-4 An Integration of Instrumental and Relational Approaches to Employee Help-Seeking
Integrating theory of cooperation and competition and the social projection perspective, this study explores how goal interdependence influences employee help seeking. Results supported the mediating role of knowledge sharing in the cooperative goal interdependence-help-seeking linkage. Employees' behaviors may be sometimes influenced by their own former behaviors and assumptions.
Yuenlam Bavik, Hong Kong Polytechnic University
Dean W. Tjosvold, Lingnan University
Yifeng Chen, Lingnan University
Mankei Wan, Lingnan University
Submitter: Yuenlam Bavik, wuyuenlam@gmail.com

214-5 More Than Error: Meaningful Variability in Job Analysis Skill Ratings
Skill ratings in job analysis may be more error-prone than task ratings. This study examined the utilization of a common set of work skills in 1,352 job analyses and identified 3 meaningful patterns in skill rating variation that differed across skills, tasks, and jobs. Theoretical and practical implications are discussed.
Alice M. Brawley, Clemson University
Kama D. Dodge, University of Akron
Mary LeFebvre, ACT, Inc.
Submitter: Alice M. Brawley, M.S., abrawle@clemson.edu

214-6 Taking a Metaperspective: Korean Self-Supervisor Agreement on Work Performance Ratings
In a matched sample of 143 Korean employees and their supervisors' ratings of task performance, OCB, and voice behavior, having employees take their supervisor's (meta) perspective improved the agreement between the ratings, suggesting that the meta-perspective effect can make self-ratings more similar to supervisor ratings even in an Asian sample.
Inchul Cho, Texas A&M University
Christopher M. Berry, Indiana University
Stephanie C. Payne, Texas A&M University
Submitter: Inchul Cho, iccho83@gmail.com

214-7 Person–Group Fit and Job Performance: A Moderated Mediation Model
This study tested a moderated mediation model linking person–group (PG) fit to job performance, as mediated by team identification and moderated by task interdependence. Overall, data from 297 employees supported this model. Thus, team identification and task interdependence represent key mechanisms in determining how PG fit influences job performance.
Jae Young Choi, Drexel University
Submitter: Jae Young Choi, jaeyoung79@gmail.com

214-8 Within-Person Variability in Job Performance: Within-Person and Between-Person Effects
Within-person variability in job performance is a relatively neglected issue. This study examined performance variability and predictors for over 30,000 employees across 7 years. Findings demonstrated there was substantial within-person variability (47%–71%), which was partially accounted for by goal-related factors, and job complexity moderated the goal quality–performance relationship.
Patrick D. Converse, Florida Institute of Technology
Michael C. Tocci, Procter & Gamble
Submitter: Michael C. Tocci, Tocci.mc@pg.com

214-9 Peer-Rated Contextual/Citizenship Performance: Matching Construct to Rating Source
Organizations may be mismatching peer-raters with the dimensions they are asked to rate. Using multilevel modeling, it was found that peer raters of military recruits were better at rating contextual/citizenship performance directed towards individuals than contextual/citizenship performance directed towards the organization.
Kevin M. Doyle, University of Western Ontario
214-10 Popularity Procurement and Pay Off: Workplace Popularity and Its Influences

This study examines dynamics of workplace popularity, which is relatively unexplored but has tremendous potential for application in organizations. It is predicted that CSE and popularity are significantly moderated by political skill and work engagement; popularity's effect on task performance ratings, promotability, and leader trust was simultaneously examined.

Rebecca C. Garden, Old Dominion University
Xiaoxiao Hu, Old Dominion University
Yujie Zhan, Wilfrid Laurier University

Submitter: Rebecca C. Garden, gardenrc@gmail.com

214-11 Development of the Philanthropy and Community Involvement Psychological Climate Measure

Organizations are now including philanthropy and community involvement (PCI) in their corporate social responsibility (CSR) practices (Ferns & Sethi, 2012). This study sought to forward the construct of PCI climate and develop a measure of PCI. PCI Climate opens the door for exciting new directions in CSR research.

David R. Glerum, Jr., University of Central Florida
Jeremy M. Beus, Louisiana State University

Submitter: David R. Glerum, Jr., M. S., glerumd@knights.ucf.edu

214-12 Multilevel Effects of Constraints and Control on Organizational Citizenship Behaviors

This study investigated multilevel influences of organizational constraints and job control on organizational citizenship behaviors (OCBs). Unit-level effects of both organizational constraints and job control were obtained on OCBs, with organizational constraints demonstrating a contextual influence on OCBs when controlling for constraints at the individual employee level.

Kandice N. Goguen, Clemson University
Thomas W. Britt, Clemson Univ

Submitter: Kandice N. Goguen, kandice.goguen@gmail.com

214-13 Employee Environmentally Friendly Behaviors In and Out of Organizations

The study employed the values beliefs norms theory (Stern et al., 1999, 2000) to gain a comprehensive understanding of individuals’ environmentally friendly behaviors in an organization and at home. Results confirmed the applicability of VBN theory to different spheres of life and provided support for extending the theory.

Lilia Hayrapetyan, XL Catlin
Charles A. Scherbaum, Baruch College & the Graduate Center, CUNY

Submitter: Lilia Hayrapetyan, liliahay@yahoo.com

214-14 Inside-Out: Social Intelligence, LMX and Work Outcomes

This poster examined social intelligence and LMX in relation to stress and supervisor-rated OCB. Path analysis revealed that LMX related positively to OCB and negatively to stress, and that LMX fully mediated the relationship between social intelligence and OCB.

Sarah E. Hill, University of Missouri-St. Louis
Kelli E. Huber, University of Missouri-St. Louis
Robert J. Synovec, University of Missouri-St. Louis
John P. Meriac, University of Missouri-St. Louis
Christina M. Banister, IBM

Submitter: Sarah E. Hill, seht4@umsl.edu

214-15 Volunteers: Do Personality and Motives Alter Perceptions of Well-Being?

Volunteers are often used in the disbursement of humanitarian aid. However, little attention has been paid to the individual characteristics of people who choose to engage in this type of service. This study seeks to explore the way personality and motives impact well-being of volunteers.

Ashley J. Hoffman, North Carolina State University
Drew B. Mallory, Purdue University

Submitter: Ashley J. Hoffman, ashleyjhoffman@gmail.com

214-16 Dynamic Goal-Setting and Task Performance: A Computational Model

Most studies treat goal-setting as a static behavior. This research, however, takes a dynamic view of goal setting and examines a typical goal-pursuing process. Using a computational model with simulated data, the authors found that overall performance of a goal-pursuing process was significantly affected by the goal-seeker’s ability.

Sooyeol Kim, University of Illinois at Urbana-Champaign
Qikun Niu, George Mason University

Submitter: Sooyeol Kim, sooyeolkim@gmail.com

214-17 Going the Extra Mile and Feeling Energized: Enrichment Perspective

Drawing from research on the meaningfulness of work, this study examines the bright side of OCB: that OCB enhances energy, thereby contributing to an enrichment of personal resources and resulting in better well-being. Results based on 224 day-level ratings from 67 employees and 30 managers support the hypotheses.

Chak Fu Lam, Suffolk University
Wylie Wan, Oregon Health and Science University
Christopher Roussin, Boston Children Hospital

Submitter: ChakFu Lam, cflam@suffolk.edu

214-18 The Authenticity Ideal: Examining Relational Authenticity, Voice, and OCBs

Across 2 studies (n = 852), this poster examined the relationship between relational authenticity and OCBs. Results indicate overall support for relational authenticity’s positive relationship with OCBs, with voice behavior moderating this relationship. A scale was adapted for relational authenticity and relationships between voice behavior dimensions and OCBs examined.

Michele N. Medina, University of North Texas
Kathryn K. Ostermeier, University of North Texas

Submitter: Michele N. Medina, michele.medina@unt.edu

214-19 Workload and Cognitive Overload: An Examination of Potential Moderators

A sample of 278 working adults were given a series of web-based self-report measures assessing perceived workload, cognitive overload, self-efficacy, perfectionism, and resilience. Workload was found to be positively correlated with cognitive overload, but self-efficacy, perfectionism, and resilience did not moderate the relationship between workload and cognitive overload.

Kari Medrano, California State University, San Bernardino
Kenneth S. Shultz, California State University, San Bernardino

Submitter: Kenneth S. Shultz, kshultz@csusb.edu

214-20 An Experimental Evaluation of Gratitude Journaling in the Workplace

In order to determine how gratitude impacts the workplace this research conducted a 7-day gratitude journaling exercise among 59 workers. The gratitude condition (gratitude directed journaling) demonstrated significant increases in organizational citizenship behavior and in job satisfaction compared to the control condition (daily-event journaling).

Eric B. Nestingen, San Francisco State University
Ryan Howell, San Francisco State University
Kevin J. Eschleman, San Francisco State University

Submitter: Kevin J. Eschleman, kesch@sfsu.edu

214-21 Linking Core Self-Evaluations to Organizational Citizenship: A Risk Orientation Perspective

This poster provides empirical evidence for a moderated mediation model in which regulatory focus mediates a positive relationship between core self-evaluations and organizational citizenship behaviors under conditions of low perceived role breadth. Findings suggest that organizations may jointly consider role expectations and employee dispositions to encourage multiple forms of citizenship behavior.
214-22 Meta-Analysis of Self-Ratings and Objective Measures of Performance
The purpose of this meta-analysis was to investigate the convergence between self-ratings and objective measures of performance. Results demonstrate a corrected correlation of .18 between self-ratings and objective measures of performance. Moreover, self-ratings account for significant variance in objective measures of CWB and performance, over and above supervisor-ratings.
Bertha Rangel, University of Illinois at Urbana-Champaign
Kallie Yeanick, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign
Submitter: Bertha Rangel, rangelbertha@gmail.com

214-23 Trait Psychopathy and Job Performance in Leadership Jobs
This poster examined the relations of trait self-centered impulsivity (SCI) and fearless dominance (FD) with job performance in a study with 160 leader-superior dyads. Results show a negative effect of SCI on job performance; FD positively associates with job performance if enterprising job demands are high.
Nora Schuette, University of Bonn
Gerhard Blicke, University of Bonn
Andreas Wihler, University of Bonn
Rachel E. Frieder, Old Dominion University
Submitter: Nora Schuette, nora.schuette@uni-bonn.de

214-24 KSAs and Helping Behavior: A Social Network Model
This paper proposed a theoretical model of knowledge, skills, and abilities and helping behavior from a social network perspective. Social network analysis serves as a potential useful tool in studying the effectiveness as well as the recipients’ perspective of helping.
Zitong Sheng, George Mason University
Jose M. Cortina, George Mason University
Submitter: Zitong Sheng, zsheng@gmu.edu

214-25 Organizational Citizenship and Counterproductive Work Behaviors: Ulterior Motives in Play?
Using a within-person perspective, this poster empirically tested the role of motives in the OCB CWB link. An OCB typology, distinguishing between discretionary and elicited OCB proved to relate differently with CWB, as elicited OCB was positively linked with CWB whereas discretionary OCB was not related to CWB.
Andromachi Spanouli, Vrije Universiteit Brussel
Joeri Hofmans, Vrije Universiteit Brussel
Submitter: Joeri Hofmans, joeri.hofmans@vub.ac.be

214-26 Evaluation of OCBS and CWBS: Behavior or Task Framing?
Personnel decisions are largely based on evaluations of employee performance, including contextual performance (i.e., OCBS and CWBS). This research examined whether the frame under which such decisions were made impact the outcomes of those decisions. Results revealed the impact of task framing in personnel decision making.
Valerie N. Streets, Old Dominion University
Blake J. Bent, Old Dominion University
Submitter: Valerie N. Streets, vstreets@odu.edu

214-27 CEO Machiavellianism and Corporate Social Performance
An exploratory study was conducted of CEO Machiavellianism and corporate social performance using a computerized content analysis of CEO documents. CEO Machiavellianism may be a negative interaction of conscientiousness and need for power, and firm capacity mediates the relationship between CEO Machiavellianism and corporate social performance.
Alex Tawse, University of Houston
William D. Spangler, Binghamton University
Leanne E. Atwater, University of Houston
Submitter: William D. Spangler, spangler@binghamton.edu

214-28 Empirically Investigating the Positive Humor and Organizational Citizenship Behavior Relationship
Little research has investigated the relationship between workplace humor and organizational citizenship behaviors (OCB). This study empirically tests a model that explains the relationship between positive humor and 2 OCB dimensions. Results suggest that perceived work environmental factors mediate both positive humor–OCB relationships.
Phillip S. Thompson, Case Western Reserve University
Amanda Varley, Case Western Reserve University
Submitter: Phillip S. Thompson, phil.thompson@case.edu

214-29 Measuring Proactive and Reactive Helping: Development of a Scale
This poster elaborates on the theoretical framework of proactive and reactive helping behavior by positing 4 dimensions. To construct a scale, items were generated and tested using an online sample. Construct and discriminant validity were established with established constructs. Item characteristics were replicated in a subsequent study.
Manuel J. Vaulont, Philips-University Marburg
Matthias Spitzmuller, Queen’s University
Steffen P. Raub, Ecole hôtelière de Lausanne, HES-SO/University of Applied Sciences Western Switzerland
Submitter: Manuel J. Vaulont, manuel.vaulont@gmail.com

214-30 Longitudinal Effects of Perceived Prosocial Impact on Employee Attitudes
Research tested competing hypotheses regarding the longitudinal relationship between perceived prosocial impact and employees’ attitudinal outcomes (i.e., growth-need satisfaction and organizational commitment). Results suggest that people adapt to the positive effects of perceived prosocial impact on growth-need satisfaction based on a 6-week lag.
Yi Wang, Bowling Green State University
Kelsey-Jo Ritter, Bowling Green State University
Russell A. Matthews, Bowling Green State University
Submitter: Yi Wang, wangglala19990@hotmail.com

214-31 Item Factor Analysis of Employee Green Behaviors
Employee green behavior research lacks consensus on the structure of this construct. This paper presents an item factor analysis of a comprehensive green behavior item pool. Green behaviors consist of 4 positive and 2 negative factors. Green and ungreen behaviors are weakly related, supporting the distinctiveness of the 2 domains.
Brenton M. Wiernik, University of Minnesota
Stephan Dilchert, Baruch College
Deniz S. Ones, University of Minnesota
Rachael Klein, University of Minnesota/Korn Ferry
Submitter: Brenton M. Wiernik, wiernik@workpsy.ch

215. Special Events: 3:30PM-4:50PM 201 A
Master Collaboration: Organizational Citizenship Behaviors: Recent Developments in Research and Practice
Organizational citizenship behaviors (OCBs) have been studied for decades, yet questions remain about how these behaviors are seen, measured, and rewarded in organizations. In this interactive session with audience polling and participation, leading researchers and practitioners will discuss OCB’s future and how scholarship can match the organizational reality of OCB.
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign, Chair
Amy E. Crook, Belmont University, Co-Chair
Alok Bhupatkar, C² Technologies, Inc., Presenter
Ashley Rittmayer Hanks, Infor, Presenter
Nathan P. Podsakoff, University of Arizona, Presenter
Philip M. Podsakoff, Indiana University, Presenter
Submitter: Nichelle C. Carpenter, ncc7@illinois.edu

See pp. 6-7 for CE info

216. Symposium/Forum: 3:30PM-4:50PM 201 B
From Inputs to Outputs: Understanding the Dynamics of Teams
Team processes and emergent states drive team effectiveness. Despite their inherent dynamic nature, most research utilizes static designs. This
symposium presents exemplars of the insights gained through examining team dynamics such as the development of team cohesion, the role of training/feedback for impacting decision-making, and disentangling the reciprocal process-performance relationship.

Michael T. Braun, University of South Florida, Chair
Bryan P. Acton, Virginia Tech University, Michael T. Braun, University of South Florida, Team Composition and the Short and Long-Run Dynamics of Cohesion Wendy L. Bedwell, University of South Florida, Peter Roma, Institutes for Behavior Resources/Johns Hopkins University, Scott Ramsay, University of South Florida, Kim Binsted, University of Hawaii, Long-Distance Space Exploration Missions: Cohesion Development/Demise Over Time Stanton Mak, Michigan State University, Daniel Pickhardt, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Georgia T. Chao, Michigan State University, James A. Grand, University of Maryland, Michael T. Braun, University of South Florida, Goran Kuljanin, DePaul University, Building Team Knowledge: Shaping Macrocognitive Processes

Matthias Spitzmuller, Queen’s University, Michael M. Gielnik, University of Lüneburg, “Good for Me, But Not for the Team” James A. Grand, University of Maryland, Marina Pearce, Ford Motor Company, Rosemarie Fernandez, University of Washington, Steve W. J. Kozlowski, Michigan State University, Georgia T. Chao, Michigan State University, Disentangling Teamwork and Taskwork Over Time: A Complex Affair

Panelist: Michael T. Braun, michael.braun33@gmail.com

217. Panel Discussion: 3:30PM-4:50PM 201 C
Developing a Conceptual Model of Technology Applied to I-O Psychology
To help create a priori hypotheses and grounded predictions, this panel discussion will bring together a broad range of I-O leaders to discuss the need for and creation of a comprehensive conceptual framework of how technology affects I-O practice.
Neil Morelli, The Cole Group, Chair
Seymour Adler, Aon Hewitt, Panelist
Winfred Arthur, Jr., Texas A&M University, Panelist
Denise Potosky, Pennsylvania State University, Panelist
Nancy T. Tippins, CEB, Panelist
Submitter: Neil Morelli, neil.morelli@gmail.com

218. Panel Discussion: 3:30PM-4:50PM 201 D
Off the Map Career Paths: Succession, Global Careers and Beyond
Effective career path tools provide robust career-related information while remaining adaptive to a changing, increasingly global business environment. This panel will address I-O practitioners’ experiences developing sustainable career paths and will tackle advanced topics such as global careers, tie into succession and talent planning, and use of technology.
Samantha A. Taylor, Amgen, Co-Chair
Gary W. Carter, CEB, Co-Chair
Cara Bauer, Amgen, Panelist
Erika D’Egidio, BioMarin, Panelist
Cara Lundquist, Lockheed Martin, Panelist
Joshua S. Quist, C² Technologies, Inc., Panelist
Submitter: Samantha A. Taylor, samantha.ritchie@verizon.net

220. Panel Discussion: 3:30PM-4:50PM 203 A
Leadership Learning: Strategies for Acceleration
An insufficient leadership pipeline is a problem for many organizations. In addition, the rate of change creates a pressing demand for agile leaders. This session will focus on learning strategies that individuals can develop and how organizations can support these strategies to increase the velocity of leadership development.
Veronica S. Harvey, Schmidt Harvey Consulting, Chair
Raphael Y. Prager, Aon Hewitt/Baruch College & The Graduate Center, CUNY, Panelist
Neta Moe, Robert H. Smith School of Business, University of Maryland, Panelist
Vicki Swisher, Swisher Talent Consulting, Panelist
Paul R. Yost, Seattle Pacific University, Panelist
Scott DeRue, University of Michigan, Panelist
Submitter: Veronica S. Harvey, veronicas.harvey@gmail.com

221. Symposium/Forum: 3:30PM-4:50PM 203 B
Working Longer: Factors Related to Continued Work for Older Workers
Given global workforce aging, it is critical to understand workers’ perceptions that they can work longer. Papers presented in this session will advance our understanding of antecedents and outcomes of workers’ health and job-related functional capacity and provide guidance for the design of age-friendly workplaces.
Gweneth G. Fisher, Colorado State University, Co-Chair
Donald M. Truxillo, Portland State University, Co-Chair
Janet L. Barnes-Farrell, University of Connecticut, Discussant
Eileen C. Toomey, Saint Louis University, Cort W. Rudolph, Saint Louis University, Work Ability: A Mediator in the Personal Resource–Engagement Linkage
Gweneth G. Fisher, Colorado State University, Alyssa K. McGonagle, Wayne State University, Depressive Symptoms, Cognitive Functioning, Work Ability, and Retirement Expectations
David Cadiz, Portland State University, Donald M. Truxillo, Portland State University, Robert R. Sinclair, Clemson University, Janelle H. Cheung, Clemson University, A Longitudinal Investigation of Subjective Age, Health, and Well-Being
Jennifer R. Rineer, RTI International, Donald M. Truxillo, Portland State University, Leslie B. Hammer, Oregon Health & Science University, Todd Bodner, Portland State University, Psychosocial Characteristics That Support Work Ability of an Aging Workforce
Submitter: Gweneth G. Fisher, gwen.fisher@colorstate.edu

222. Alternative Session Type: 3:30PM-4:50PM 204 A
IGNITE + Panel Session: Opportunities and Challenges of Network Analysis
This alternative session brings together scholars and practitioners who regularly utilize network analysis methods in applied research. It consists of IGNITE presentations and an in-depth discussion addressing the multiple opportunities to be realized from social network analysis and strategies to overcome barriers associated with conducting network research in organizational settings.
Julia W. Howell, Johnson & Johnson, Co-Chair
Caitlin M. Porter, Purdue University, Co-Chair
Kristin L. Cullen-Lester, Center for Creative Leadership, Presenter
Cynthia K. Maupin, University of Georgia, Presenter
Meredith L. Woehler, University of Kentucky, Presenter
Submitter: Caitlin M. Porter, caitlinmporter@gmail.com

223. Symposium/Forum: 3:30PM-4:50PM 204 B
From Insights to Action: Making Survey Comments Work for You
Many employee surveys include open-ended questions. The question and challenge becomes what to do with the comments after they have been collected? The goal of this symposium is to look beyond techniques and focus on how insights are integrated into planning and discussion and are used to inform action.
Alice Washtag, Denison Consulting, Chair
Victoria Hendrickson, OrgVitality, Scott M. Brooks, OrgVitality, Emily L. Hause, Saint Mary’s College of California, Sources of the Most Useful Survey Comments
Alice Washtag, Denison Consulting, Jay Richards, Denison Consulting, Reading Between the Lines: What Employees are Really Telling You
Lindsay M. Ciancetta, jetBlue Airways, Giving Crewmembers a Voice With Qualitative Analytics
Hannah Murphy, PepsiCo Frito Lay, Cynthia L.S. Pury, Clemson University, “Can’t Get No...Satisfaction”: Negation and Emotion in Survey Comments
John M. Ford, U.S. Merit Systems Protection Board, Managing the Many Languages of Participants and Stakeholders
Submitter: Alice Washtag, alicewastag@yahoo.com

224. Symposium/Forum: 3:30PM-4:50PM 204 C
Helping People Execute Business Strategies
Developing talent management strategies that drive business strategy is the key to execution as people are the fulcrum on which the success of strategy rests. This session will feature case studies that use talent interventions to translate strategy into concrete and meaningful action that enable the realization of full strategy value.
225. Symposium/Forum: 3:30PM-4:50PM 206 A
Emerging Research on Employee Sleep and Bad Behavior
This symposium focuses on emerging research focused on how employee
sleep can affect bad behavior in the areas of work-to-home aggression
spillover, workplace retaliation, cybercivility, and deception. Using a vari-
ety of methodologies and measurement strategies, 4 papers highlight the
importance of employee sleep for behavior in organizations and beyond.

Larissa K. Barber, Northern Illinois University, Chair
Sabine Sonnentag, University of Mannheim, Discussant
Larissa K. Barber, Northern Illinois University, Shannon G. Taylor, University
of Central Florida, James Burton, Northern Illinois University, The Influence of
Sleep and Exercise on Work–Home Aggression Spillover
Hanna Kalmanovich-Cohen, University of North Carolina, Erin Cooke Long, University
of North Carolina, Michael S. Christian, University of North Carolina, David T. Welsh,
Arizona State University, Sleep Deprivation and Retaliatory Responses to Injustice
Christopher M. Barnes, University of Washington, Satish Krishnan, Indian Institu-
tute of Management Kozhikode, Trevor S. Watkins, University of Washington,
Electronic Warfare: A Sleep and Self-Control Model of Cybercivility
Aleksander P. J. Ellis, University of Arizona, Ke Michael Mai, Sungkyunkwan
University, David T. Welsh, Arizona State University, Michael S. Christian,
University of North Carolina, Self-Regulatory Model Contingencies of Sleep
Deprivation Influencing Unethical Behavior
Submitter: Larissa K. Barber, lbarber@niu.edu

226. Roundtable/Conversation Hour: 3:30PM-4:50PM 207 A
Assessment Snafus: Anything Can Happen and It Usually Does
Assessment programs that are designed to evaluate the strengths and
development opportunities of individuals who are being assessed can
bring to light numerous challenges and surprises, despite extensive
preparations. Participants will form groups to discuss different challenging
assessment situations and share insights on how they might be handled.

Neha Singla, CEB, Host
Anna R. Erickson, CEB, Host
Shannon Bonner, 3M, Host
Katherine L. Bittner, Bittner and Associates, LLC, Host
Submitter: Neha Singla, nehasingla3@gmail.com

227. Symposium/Forum: 3:30PM-4:50PM 207 B
A Systems Approach to Work, Family, and Well-Being
This session aims to advance a multi-individual systems view of work,
family, and well-being. Five studies will be presented that examine how
workers are indirectly influenced by the experiences of others who share
their work and home environment. The perspectives of supervisors,
souses, and caregiving grandparents will be considered.

Michael T. Ford, University at Albany, SUNY, Chair
Youngah Park, University of Illinois at Urbana-Champaign, Verena C. Haun,
University of Mainz, A Dyadic Model of Work Stress Transmission Among
Dual-Earner Couples
Tae Seok Yang, Western Illinois University, Wendy J. Casper, University of Texas
at Arlington, Amy Nicole Salvaggio, University of New Haven, Perceived Orga-
nizational Support and the Crossover of Spousal Attitudes
Melissa E. Mitchell, University of Georgia, Jillian T. Eby, University of Georgia,
Family Matters: The Effects of Grandchild Care on Family-to-Work Conflict
Michael T. Ford, University at Albany, SUNY, Aggregate Supervisor Workload
and Employee Well-Being Across Child Welfare Agencies
Tori L. Crain, Colorado State University, Leslie B. Hammer, Portland State
University, Todd Bodner, Portland State University, Ryan Olson, Oregon Health
& Science University, Ellen E. Kossek, Purdue University, Phyllis Moen,
University of Minnesota, Orfeu M. Buxton, Pennsylvania State University, Organiza-
tional Intervention Effects on Employee Sleep: A Multilevel Examination
Submitter: Michael T. Ford, mford@albany.edu

228. Symposium/Forum: 3:30PM-4:50PM 207 C
Somebody to Lean On: Context-Specific Support at Work
Support plays an important role in most workplace processes and contexts. This session moves beyond the conventional understanding of
social support, with a specific focus on cross-cultural and special-popu-
lations, including rigorous methodology, and novel relationships between
different sources of support and diverse well-being outcomes.
Ryan C. Johnson, Ohio University, Chair
Shujaat F. Ahmed, Illinois Institute of Technology, Co-Chair
Shujaat F. Ahmed, Illinois Institute of Technology, Erin Eatough, Baruch College
& The Graduate Center, CUNY, Can Supportive Supervisors Prevent De-
pressing Mood? Three-Way Interactive Effects
Pedro I. Leiva, University of Chile, Hector Madrid, Pontificia Universidad Cat-
olica de Chile, Ann H. Huffman, Northern Arizona University, Eduardo Barros,
University Adolfo Ibáñez, Shared POS and Work Engagement on the WIF-
Job Satisfaction Relationship
Ivica Pavisic, University of Baltimore, Sharon Glazer, University of Baltimore,
Rita Berger, University of Barcelona, Linking Transformational Leadership to Nurses’ Work Stress in Three Countries
Maria João S. de Carvalho, San Jose State University, Sharon Glazer, University
of Baltimore, Cultural Cognition Affects When Social Support Moderates
Stressor–Strain Relationships
MacKenna L. Perry, Portland State University, Leslie B. Hammer, Oregon Health
& Science University, Todd Bodner, Portland State University, Krista Brock-
wood, Portland State University, W. Kent Anger, Oregon Health & Science University,
Development and Validation of a Veteran-Supportive Supervi-
or Behavior Measure
Submitter: Ryan C. Johnson, johnson4@ohio.edu

229. Symposium/Forum: 3:30PM-4:50PM 207 D
Cross-Fertilizing JDM and IOOB: Advances in Applied Judgment
and Decision Making
Cross-fertilizing judgment and decision-making with organizational
psychology continues to provide new insights into applied judgment and
decision-making. The studies presented in this symposium contribute
new findings to the field of applied judgment and decision-making by
using JDM theories to understand core organizational psychology topics.
Xiaoyuan (Susan) Zhu, University of Connecticut, Co-Chair
Dev K. Dalal, University of Connecticut, Co-Chair
Susan Mohammed, Pennsylvania State University, Discussant
Nikki Blacksmith, George Washington University, Tara S. Behrend, George
Washington University, Reeshad S. Dalal, George Mason University, Theodore
L. Hayes, George Washington University, gExplains Individual Differences
in Decision-Making Competence
Don C. Zhang, Bowling Green State University, Yuyan Zhang, Bowling Green
State University, Scott Highhouse, Bowling Green State University, Margaret
E. Brooks, Bowling Green State University, Communicating the Validity of
Structured Interviews With Icon Arrays
Xiaoyuan (Susan) Zhu, University of Connecticut, Mikhail A. Wolfson, University
of Connecticut, Dev K. Dalal, University of Connecticut, John E. Mathieu,
University of Connecticut, Effects of Team Decision Style Composition on
Strategy and Performance
Edgar E. Kaul, Pontificia Universidad Católica de Chile, Satoris S. Culbertson,
Kansas State University, Jordan A. Spratt, Middle Tennessee State University,
Alexander T. Jackson, Kansas State University, Emotions and the Apprais-
al-Tendency Framework: Anger, Sadness, and Fairness Judgments
Submitter: Xiaoyuan (Susan) Zhu, xiaoyuan.zhu@ucconn.edu

230. Symposium/Forum: 3:30PM-4:50PM 303 A
Going Beyond the Label: The Impact of HiPo Identification
Programs
The emphasis on competition for top talent has resulted in enhanced
efforts to identify, develop, and retain top talent with assessment-based
programs. Four presenters will share their unique approaches to high
potential identification and development, and discuss the primary chal-
gen from these presentations.
Nicole M. Ginther, NuVasive, Chair
Rob F. Silzer, HR Assessment & Development/Baruch, Graduate Center CUNY, Discussant
232. Symposium/Forum: 3:30PM-4:50PM 303 C
Beyond Frequentist Paradigms in Legal Scenarios: Consideration of Bayesian Approaches
Research in high-stakes testing and employment legal issues commonly utilizes frequentist statistical techniques with limited ability to answer pertinent questions regarding importance. As an alternative, applications of Bayesian Analysis in high-stakes situations are presented and results to other statistical techniques with regards to accuracy, efficiency, and relevance are compared.
Kayo Sady, DCI Consulting, Chair
Rick R. Jacobs, Pennsylvania State University, Discussant
David Dubin, Psychological ARTS, Anthony S. Boyce, Aon Hewitt, Application of Bayesian Statistics for Verification Testing
Chester Harvey, Berkeley Research Group, LLC, Application of Bayesian Statistics to Wage and Hour Litigation
Kayo Sady, DCI Consulting, Samantha Holland, DCI Consulting Group, Inc., Estimation of True Compensation Disparities: A Test of Two Methods
Submitter: Kayo Sady, ksady@dciconsult.com

233. Symposium/Forum: 3:30PM-4:50PM 303 D
Novel Approaches for Enhancing Diversity Training Effectiveness in the Workplace
Diversity training is frequently utilized in the workplace, but results concerning its effectiveness are scarce and mixed. Accordingly, this symposium explores novel approaches for enhancing diversity training effectiveness. These new approaches include meta-analyzing training effectiveness, focusing on unconscious biases, enlightening participants about bias blindspots, and recruiting male allies.
Alex P. Lindsey, George Mason University, Co-Chair
Veronica L. Gifran, Google, Co-Chair
Derek R. Avery, Wake Forest University, Discussant
Christine L. Nittrouer, Rice University, Michelle (Mikki) Hebl, Rice University, Fred Oswald, Rice University, What Actually Works? A Meta-Analysis of Diversity Training Outcomes
Isaac E. Sabat, George Mason University, Balca Bolumnez, George Mason University, Eden B. King, George Mason University, Alex P. Lindsey, George Mason University, Lisa Gulick, Deloitte, Laura Chaos, George Mason University, Recognizing Bias about Bias Can Improve Diversity Training Effectiveness
Rachel Trump, Rice University, Michelle (Mikki) Hebl, Rice University, Male Allies: Men Convince Other Men That Gender Equity Matters
Submitter: Alex P. Lindsey, aplindse@gmail.com

234. Poster Session: 4:30PM-5:20PM Ballroom A-E
Personality
234-1 Agility: The Personality-Related Foundations of Adaptive Performance
The world of work increasingly demands adaptability and nimbleness. Yet little research exists identifying the personality characteristics likely to predict such performance. Data from 3 surveys across 429 respondents suggest 5 “agile personality” factors relating to adaptive performance potential while providing insight on other relevant individual differences and personality traits.
Benjamin E. Baran, Northern Kentucky University
Submitter: Benjamin E. Baran, ben@benbaran.com

234-2 Preliminary Development of Hierarchical Unfolding Cybernetic Big Five Trait Measures
This poster sets out to develop unfolding measurement models for the Cybernetic Big 5 traits. Preliminary results suggest that the measurement models reliably capture individual differences in personality traits across hierarchical levels, from narrow aspects, to the Big 5, to 2 meta-traits (stability and plasticity).
Christopher M. Castille, Villanova University
Evan R. Theys, Google
Hallie Thompson, Villanova University
Submitter: Christopher M. Castille, chris_castille@icloud.com

234-3 Too Much of a Good Thing? Nonlinear Personality–Performance Relations
Extending the “too-much-of-a-good-thing” hypothesis to the “bright” personality traits, research tests the possibility that the Big 5 and Big 10 aspects (or bright) personality traits relate nonlinearly to job performance criteria (task performance, OCB, and CWB). Nonlinearities were observed at both the broad and aspect levels.
Christopher M. Castille, Villanova University
Evan R. Theys, Google
Samantha Khan, Villanova University
Submitter: Christopher M. Castille, chris_castille@icloud.com

234-4 Self-Control Over Time: Implications for Work, Relationship, and Well-Being Outcomes
Self-control is an important predictor across domains but little research has examined implications of self-control over time. This study examined self-control levels and trajectories from adolescence to adulthood as predictors of work, relationship, and well-being outcomes. Results suggest high levels of self-control across this period are important to these outcomes.
Patrick D. Converse, Florida Institute of Technology
Michael S. Beverage, Florida Institute of Technology
Lisa S. Moore, Florida Institute of Technology
Keemia Vaghef, Florida Institute of Technology
Submitter: Michael S. Beverage, mbeverage2011@my.fit.edu

234-5 Stereotype Activation as an Explanatory Mechanism for Generational Differences
This study proposes that generational differences are likely due to a self-fulfilling prophecy rather than shared life events during developmental stages. Differences in entitlement between Millennials and Generation X were examined using no activation, implicit activation, or explicit activation of the stereotype: “Millennials are the most entitled generation.”
Darryl Hunter, San Francisco State University
Michael King, San Francisco State University
Rebecca Ornellas, San Francisco State University
David Mast, San Francisco State University
Kevin J. Eschleman, San Francisco State University
Submitter: Kevin J. Eschleman, kesch@stsfsu.edu

234-6 How Well Does the Dark Triad Capture Dark Side Personality?
To understand relationships between Machiavellianism, narcissism, psychopathy, and other dark side personality dimensions, data from Dark Triad measures and the Hogan Development Survey were analyzed. Results suggest some overlap between scales across measures but indicate that Dark Triad measures only assess part of the dark side personality construct space.
Brandon Ferrell, Hogan Assessment Systems
Blaine H. Gaddis, Hogan Assessment Systems
Submitter: Brandon Ferrell, bferrrell@hoganassessments.com

234-7 A Way to Decrease Applicant Faking
This study examined the use of contextual frame of references to reduce applicant faking on a personality test. The different frames of references were successful in having significantly lower amounts of applicant faking and lower percentages of fakers as compared to the noncontextual condition.
Amy Gammon, Select International, Inc.
Richard L. Griffith, Florida Institute of Technology
Submitter: Amy Gammon, gammona@gmail.com
234-8 Subjective Well-being and Retirement: How Personality Moderates Retirement Satisfaction

This poster examined how Big 5 personality traits moderate retirement effects on and subjective well-being (SWB). Both retirement and extraversion positively predicted SWB. Conscientiousness interacted with retirement such that low conscientiousness predicted higher SWB postretirement, and high conscientiousness showed no change.

Jacqueline Gilberto, Rice University
Margaret E. Beier, Rice University
Submitter: Jacqueline Gilberto, jgilb10@gmail.com

234-9 Meta-Analytic Moderators of the Negatively Worded Personality Item Effect

By meta-analyzing IRT item discrimination parameter estimates and CFA item loadings, 3 important moderators were identified that impact the existence of negatively worded item effect on personality measures: how the personality scale was defined, the personality factors themselves, and the motivation of the sample.

Jialin Huang, Illinois Institute of Technology
Alan D. Mead, Talent Algorithms Inc
Submitter: Jialin Huang, huangpsych@gmail.com

234-10 HEXACO Traits and Perceptions of Politics as Predictors of Revenge

This poster examined the relations between HEXACO personality traits and perceptions of organizational politics (POP) and workplace revenge. Findings indicate Honesty-Humility ($\beta = -.19, p < .05$) and Conscientiousness ($\beta = -.25, p = .001$) significantly predicted revenge, whereas POP did not offer predictive ability above personality traits.

Amanda M. Julian, University of Calgary
Julie Y. Choi, University of Calgary
Kibeom Lee, University of Calgary
Submitter: Amanda M. Julian, ajulian@ucalgary.ca

234-11 Validating Measures of Acquisitive and Protective Self-Monitoring

The convergent and divergent validity of 2 new measures of the bivariate model of self-monitoring are tested by examining relationships with personality traits and cognitive ability. Results indicate that the new acquisitive and protective self-monitoring scales demonstrate divergent and theoretically consistent relations. Recommendations for archival analysis are discussed.

Jack W. Kostal, University of Minnesota
Michael P. Wilmot, University of Minnesota
David Stillwell, Cambridge University
Michal Kosinski, Stanford University
Submitter: Jack W. Kostal, kostal021@umn.edu

234-12 Testing Measures of Acquisitive and Protective Self-Monitoring for DIF

This study tests the presence of differential item functioning within 2 new, IRT-based measures of the bivariate model of self-monitoring. Results indicate that the new acquisitive and protective self-monitoring scales are unbiased in terms of gender and age, although there was evidence of small group differences not attributable to biased measurement.

Jack W. Kostal, University of Minnesota
Michael P. Wilmot, University of Minnesota
David Stillwell, Cambridge University
Michal Kosinski, Stanford University
Submitter: Jack W. Kostal, kostal021@umn.edu

234-13 Impression Management: A Model of Target Characteristics

This study proposes a theoretical model to understand how target characteristics may influence impression management (IM) behavior. Target characteristics can influence IM behavior through three dimensions: (a) capacity, (b) willingness and (c) opportunity. Several propositions for future research are advanced.

Stephanie J. Law, University of Calgary
Joshua S. Bourdage, University of Calgary
Submitter: Stephanie J. Law, sjlaw@ucalgary.ca

234-14 Personality and Job Satisfaction in Older Adults: A Relative-Weights Analysis

The relationship between personality and job satisfaction is analyzed in an older adult population. Relative-weights analysis is utilized to determine relative importance of different personality traits and multiple measurements. Implications for this specific population, personality theory, and measurement of personality are discussed.

Jeremiah T. McMillan, The Graduate Center & Baruch College, CUNY
Peter P. Yu, The Graduate Center & Baruch College, CUNY
Submitter: Jeremiah T. McMillan, JeremiahMcMillan@gmail.com

234-15 Convergent and Discriminant Validity of Dark Tetrad Measures

The convergent and discriminant validity of the Dark Tetrad (Machiavellianism, narcissism, psychopathy, and sadism) was examined using multiple measures of each trait. Measures of sadism and psychopathy related most to counterproductive work behaviors and unethical pro-organizational behaviors.

Mariah Moore, University of Minnesota
Deniz S. Ones, University of Minnesota
Submitter: Mariah Moore, moor1291@umn.edu

234-16 Meta-Analysis of Reliability and Gender in Machiavellianism and Psychopathy

This study meta-analyzes the reliability of Machiavellianism, psychopathy, and narcissism as constructs and measures, and examines the magnitude of gender differences in Machiavellianism and psychopathy. Both had moderate to large gender differences and reliabilities in the .80 and .70 ranges.

Mariah Moore, University of Minnesota
Deniz S. Ones, University of Minnesota
Submitter: Mariah Moore, moor1291@umn.edu

234-17 Job Analytic Comparisons of Managerial and Leadership Competencies

Using archival job analytic data, the competencies required for effective managerial and leadership success were compared. Results suggest that there is extensive overlap in the behaviors critical to both. However, leaders must be more strategic while managers handle the tactical operations to execute that strategy.

Kimberly S. Nei, Hogan Assessment Systems
Karen M. Fuhrmeister, Hogan Assessment Systems
Rose Fonseca, The University of Tulsa
Leah S. Teclе, The University of Tulsa
Submitter: Kimberly S. Nei, khester0603@gmail.com

234-18 Faking-Related DIF Found for Almost Half of Leadership Training Items

Faking-based differential item functioning (DIF) was found (N = 7,781) for students undergoing leadership training 8 out of 18 items. Findings suggest faking is an issue of concern at least in this sample. This study further promotes DIF analyses as a better approach to study faking than traditional paradigms.

Long H. Nguyen, Roosevelt University
Richard E. Beyer, Roosevelt University
Travis J. Hensersky, Roosevelt University
Adrian Thomas, Roosevelt University
Submitter: Long H. Nguyen, lnguyen02@mail.roosevelt.edu

234-19 Authenticity in Leaders: Instrument Development and Validation Study

This study develops a new instrument measuring leader authenticity, the Role-specific Evaluation of Authenticity in Leaders. Analyzing data from over 3,300 employees, a 43-item instrument with 8 components was created. Substantial evidence was found in support of the instrument's construct validity and criterion-related validity at both the construct and concept level.

Taylor Peyton Roberts, Valencore Consulting
Drea Zigarmi, The Ken Blanchard Companies/University of San Diego
Fred Galloway, University of San Diego
Zachary Green, University of San Diego
Crystal Dujowich, Valencore Consulting
Submitter: Taylor Peyton Roberts, taylor.peyton.roberts@gmail.com
234-20 Impact of Social Desirability and Difficulty on Item Response Latency
This study examined the role of item social desirability in the assessment of personality and how it relates to response latency and reported difficulty. Results indicate response latencies had nonlinear relationships with both reported difficulty and item social desirability. The effects of faking and honest instructions were also explored.
Mark A. Roebke, Wright State University
John Kulas, St. Cloud State University
Gary N. Burns, Wright State University
Submitter: Mark A. Roebke, mark.roebke@gmail.com

234-21 Gender Differences in Leadership Interests Across Generations: A Meta-Analysis
This meta-analysis examined whether gender differences in leadership interests varied across occupational fields and decades. Results from 53 samples with responses from 794,192 participants showed how gender differences in interests across 4 entering areas changed over the past 50 years. Implications for women's representation in leadership roles are discussed.
Nicole Schulz, Purdue University
Rong Su, Purdue University
Submitter: Nicole Schulz, nmschu256@gmail.com

234-22 Personality and Negotiation Performance: A Field Study Across Seven Occupations
This study uses supervisor ratings within intact organizations to examine personality traits as predictors of negotiation performance. Results show that ambition and likability predicted greater negotiation performance. Likability moderated the relationship between ambition and effectiveness. Findings emphasize the importance of negotiation effectiveness within the overall model of job performance.
Sudeep Sharma, University of Illinois, Springfield
Hillary A. Elfenbein, Washington University in St. Louis
Jeff Foster, Hogan Assessment Systems
William P. Bottom, Washington University in St. Louis
Submitter: Sudeep Sharma, sshar5@uis.edu

234-23 Confirmatory Factor Analysis in Personality Assessment: Revision of Current Standards
This study presents CFA results from over 10,000 cases and 7 widely used personality instruments. Contrary to those calling for abandoning CFA in personality, the authors find that a few instruments meet criteria of acceptable fit. New CFA criteria for determining acceptable fit for Big 5 personality factors is recommended.
Oren R. Shewach, University of Minnesota
Ronald C. Page, Assessment Associates International
Nathan D. Page, Assessment Associates International
Submitter: Oren R. Shewach, ors10@albion.edu

234-24 Epigenetic Set-Point Adjustment Model of Personality Change
Most descriptions of personality agree that it is trait like, derived from biological systems (including genetic), and changeable. This study integrates the allostatic stress framework with emerging epigenetic research to develop an “epigenetic set-point adjustment model of personality change” to explain how job stress interacts with genetics to influence personality change.
Jarvis Smallfield, University of Illinois at Chicago
Donald H. Kluemer, University of Illinois at Chicago
Submitter: Donald H. Kluemer, don.kluemer@gmail.com

234-25 Can Cognitive Ability Affect the Measurement of Personality for Applicants?
Previous research has considered the relationship between personality scores and cognitive ability but not between ability and personality response styles. Results based on over 400 job applicants showed that cognitive ability had little/no relationship with personality scores. However, applicants with lower ability showed asymmetrical response patterns to positive/negative worded items.
Mark Alan Smith, CEB
William D. Presson, University of Houston
Submitter: William D. Presson, dannypresson@yahoo.com

234-26 Type A Behavior and Undergraduate GPA: A Meta-Analysis
Meta-analysis was used to summarize relations between Type A behavior, its component subscales, and undergraduate GPA. Results show the achievement striving component had a moderate positive correlation with GPA, whereas the impatience we compared irritability component had a negligible negative correlation. Overall TAB had a small positive correlation. Implications are discussed.
Jing Yuan Tian, University of Minnesota
Michael P. Wilmot, University of Minnesota
Submitter: Michael P. Wilmot, wilmot040@umn.edu

234-27 An O*NET-Based Framework of Personality-Related Job Characteristics
This paper attempted to develop a framework for job characteristics by utilizing O*NET data that should allow us to identify jobs in which personality should be most predictive of behavior. More specifically, it investigated work styles, generalized work activities, and work context variables using both rational and empirical approaches.
Jason D. Way, ACT, Inc.
Jeremy T. Burrus, ProExam
Submitter: Jason D. Way, jason.way@act.org

234-28 Developing Measures of Acquisitive and Protective Self-Monitoring Using IRT
This study uses IRT to develop measures of the alternative bivariate model of self-monitoring using original Self-Monitoring Scale items (Snyder, 1974) and data from 2 large, nonstudent samples. Results indicate that the new acquisitive (6-item) and protective (7-item) self-monitoring scales are reliable, informative, and appear promising for future research.
Michael P. Wilmot, University of Minnesota
Jack W. Kostal, University of Minnesota
David Stillwell, Cambridge University
Michal Kosinski, Stanford University
Submitter: Michael P. Wilmot, wilmot040@umn.edu

234-29 The Effect of Hypercompetitiveness on Knowledge Sharing: An Interactional Perspective
The study examines the role of individual’s hypercompetitive personality in predicting individual knowledge sharing and its boundary conditions on the basis of trait activation theory. Findings indicate that organizational environment (perception of organizational politics) and task environment (job control) moderate the negative effect of hypercompetitiveness on knowledge sharing.
Seo In Yoon, Seoul National University
Woohoo Choi, Seoul National University
Jung Hyun Lee, Seoul National University
Seokyoung L. Kim, Seoul National University
Seokhwa Yun, Seoul National University
Chang Won Go, Seoul National University
Submitter: Seo In Yoon, siyoon331@gmail.com

234-30 A Look in the Mirror: The Mastery-Oriented I-O Psychologist
Two studies were conducted to examine the personality of I-O psychologists as compared to individuals in other occupations. Both studies found I-O psychologists were higher in mastery than individuals in other occupations. This is a first step in better understanding the personality profile of I-O psychologists.
Jonathan M. Cottrell, University of Illinois at Urbana-Champaign
Eleni V. Lobene, Aon Hewitt
Nicholas R. Martin, Aon Hewitt
Anthony S. Boyce, Aon Hewitt
Lori LePia, General Motors
Submitter: Jonathan M. Cottrell, cottrell601@gmail.com

235. Panel Discussion: 5:00PM-5:50PM 201 A
Mindfulness in the Workplace: Current Research, Practice, and Future Directions
Mindfulness is the capacity to be fully present to one’s current experience. Mindfulness training programs have been linked to many positive outcomes, both in clinical and work settings. This panel will explore the
current state of research and practice, and future directions for leveraging mindfulness to impact satisfaction and performance.

Patrick K. Hyland, Sirotja Survey Intelligence, Chair
Richard Fernandez, eBay, Panelist
Darren Good, Pepperdine University, Panelist
Ute R. Hulsheger, Maastricht University, Panelist
Andy Lee, The Mindful Executive, Panelist
Submitter: Patrick K. Hyland, phyland@sirotja.com

237. Panel Discussion: 5:00PM-5:50PM 201 C
The Talent War: Hiring Practices in Silicon Valley Organizations in Silicon Valley are often associated with innovation and disruption. Accordingly, their hiring processes and models may look different than organizations that are not charged with “inventing the future.” This panel shares insights on hiring in this space, as well as implications for non-Silicon Valley organizations.
Nathan E. Wiita, RHR International, Chair
Subhadra Dutta, Twitter Inc., Panelist
Eric M. O’Rourke, Facebook, Panelist
Renee C. Payne, Google, Inc., Panelist
Rebecca White, LinkedIn, Panelist
Submitter: Nathan E. Wiita, nathan.wiita@gmail.com

238. Panel Discussion: 5:00PM-5:50PM 201 D
Transforming Big and Small Data to Big Insight Human resources (HR) analytics is a rapidly growing function within HR, and teams are grappling to deliver high impact, rigorous, and meaningful analyses in timely and practical terms. This panel will address challenges faced by HR analytics teams utilizing big and small data to drive business decisions and change.
Stephanie L. Murphy, Dell, Co-Chair
Rebecca Masson, Hay Group, Co-Chair
Juran Hulin, Merck, Panelist
Tom Rauzi, Dell, Inc., Panelist
Charles A. Scherbaum, Baruch College & the Graduate Center, CUNY, Panelist
Jolene L. Skinner, Sitel, Panelist
Submitter: Rebecca Masson, rebecca.masson@haygroup.com

240. Special Events: 5:00PM-5:50PM 203 A
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.
Steve W. J. Kozlowski, Michigan State University, Host
Jose M. Cortina, George Mason University, Host
James L. Oitz, Oitz and Associates, Host
Submitter: Steve W. J. Kozlowski, stevekoz@msu.edu

241. Special Events: 5:00PM-5:50PM 203 B
Distinguished Early Career Contributions-Practice Award: The Scientific Method and the Myth of the “Theoretical Contribution” The author proposes that (a) I-O now uses an unscientific definition of theory, (b) the concept of a “theoretical contribution” is nearly absent from other sciences, (c) “theory”-based conclusions are often more inaccurate than “empirically” based conclusions, and (d) reembracing the scientific method will solve these issues and increase I-O’s scientific/practical influence.
Nicholas L. Vasilopoulos, National Security Agency, Host
Jeffrey M. Cucina, U.S. Customs and Border Protection, Presenter
Submitter: Enrica N. Ruggs, eruggs@uncc.edu

242. Alternative Session Type: 5:00PM-5:50PM 204 A
IGNITE + Panel Discussion Combination: Technology Training in I-O Psychology This IGNITE + panel discussion attempts to discuss technological changes in the workplace and the resulting need for modifications to training in technology for I-O professionals. The presentations will be highly visual with mostly graphics to give attendees a feel for the influence of technology on I-O psychology.
Tilmans Sheets, Louisiana Tech, Chair
Milt Hakei, SIOP Foundation, Presenter
Zachary N.J. Horn, Stitch Fix, Presenter
Meiha-ann Martin, Flex, Presenter
Luke A. Simmering, Assess Systems, Presenter
Submitter: Bharati B. Belwalkar, bharrati.belwalkar@gmail.com

243. Symposium/Forum: 5:00PM-5:50PM 204 B
Leadership Demands for 21st Century Healthcare: A Multilevel Approach Although healthcare providers are expertly trained on their knowledge and skills regarding medical care, leadership effectiveness can be problematic from the boardroom to the bedside. The purpose of this symposium is to highlight scientist–practitioner researcher cross multiple levels targeting how to develop and maintain effective healthcare in healthcare settings.
Marissa L. Shuffer, Clemson University, Chair
Dana C. Verhoeven, Clemson University, Co-Chair
Michael A. Rosen, Johns Hopkins University School of Medicine, Christine Goeschel, Johns Hopkins University School of Medicine, Xinrache, Johns Hopkins University School of Medicine/University of South Florida, Keith C. Kosel, VHA Inc., Peter J. Pronovost, Johns Hopkins University School of Medicine, Sallie J. Weaver, Johns Hopkins University School of Medicine,Shared Leadership Accountability for Patient Safety/Quality: Misalignments and Repair Mechanisms Dana C. Verhoeven, Clemson University, Marissa L. Shuffer, Clemson University, Sharon Wilson, Greenville Health System, Political Skill and Media Use as Antecedents to Healthcare Leadership Deborah DiazGranados, Virginia Commonwealth University, Tamara L. Friedrich, University of Warwick, Nancy New, VCU Health System, Varun Vishnuhatla, Virginia Commonwealth University, Leadership Dysads in Healthcare: Collaboration Between Nurse and Medical Directors Submitter: Dana C. Verhoeven, verhoevendana@gmail.com

244. Panel Discussion: 5:00PM-5:50PM 204 C
Analytics With Assessment Data: Discovering Insights to Shape HR Strategy Linking preemployment assessment data to other HR programs can help ensure alignment of strategic objectives within the HR system and also discover new insights. This panel brings together internal and external consultants to discuss their experiences, insights gained, challenges, and advice on linking assessments to other HR practices.
Carollaine Garcia, IBM, Co-Chair
James R. Longabaugh, IBM, Co-Chair
Lauren H. Beechly, IBM, Panelist
Erica L. Hauck, PepsiCo/Frito-Lay, Panelist
Darin S. Nei, Hogan Assessment Systems, Panelist
Jill Mowry Strange, Infor, Panelist
Submitter: Amanda Klazubza, shipman.amanda@gmail.com

245. Symposium/Forum: 5:00PM-5:50PM 206 A
Examining Team Process and Performance Requirements in Mission Critical Teams Long duration space exploration missions represent an environment where there are a great many stressors on teams. This symposium presents a set of research projects, funded by NASA, to understand the challenges that this environment presents and the processes required for teams to successfully operate in such environments.
C. Shawn Burke, University of Central Florida, Co-Chair
Christopher Wiese, Purdue University, Co-Chair
C. Shawn Burke, University of Central Florida, Marissa L. Shuffer, Clemson University, Christopher Wiese, Purdue University, Ryan Howell, University of Central Florida, Examining Team Leadership in Isolated, Confined Environments Jessica L. Wildman, Florida Institute of Technology, Deborah DiazGranados, Virginia Commonwealth University, Michael Curtis, Bonsai Institute LLC, Ground Can’t Hear You Scream: Self-Maintenance in Spaceflight Teams Christina N. Lacereana, Rice University, Chelsea Iwig, Rice University, Megan E. Gregory, University of Central Florida & Institute for Sim, Amanda L. Thayer,
246. Roundtable/Conversation Hour: 5:00PM-5:50PM  207 A
I-O Master’s Programs: Issues, Challenges, and Opportunities
Master’s programs in I-O face many issues ranging from department and faculty size, curricular issues related to changing guidelines for education and training, and the issue of accreditation for master’s programs in psychology. This session will raise these and other topics of interest to educators in I-O master’s programs.
Carol F. Shopthaug, Missouri State University, Host
Jaime B. Henning, Eastern Kentucky University, Host
Andrea Lasstter, Minnesota State University, Host
Patrick M. McCarthy, Middle Tennessee State University, Host
Submitter: Carol F. Shopthaug, carolishopthaugh@missouristate.edu

247. Panel Discussion: 5:00PM-5:50PM  207 B
Becoming a Sole Practitioner: Live the Dream; Embrace the Nightmare
This panel will present the experiences of 4 seasoned I-O psychologists who have developed, managed and maintained sole practices as I-O psychology consultants. The topics covered will include: the practical business issues and realities associated with, and the requisite personal characteristics needed for a successful sole I-O consulting practice.
Janis M. Ward, J. M. Ward Consulting, Chair
Katherine L. Bitner, Bittner and Associates, LLC, Panelist
Jodi Himelright, J. Himelright Consulting, Panelist
Marc B. Sokol, Sage Consulting Resources, Panelist
Submitter: Janis M. Ward, janis.ward@jmwardconsulting.com

248. Symposium/Forum: 5:00PM-5:50PM  207 C
Next Generation Methods of Assessing Organizational Culture
This symposium explores practical considerations around assessing organizational culture including access to an employee population, new source of data (such as social media) and the objective of the research study. Leading culture practitioners will present case studies offering alternatives to employee surveys and other novel approaches to assessing organizational culture.
Alice Wasag, Denison Consulting, Chair
Daniel R. Denison, International Institute for Management Development, Discussant
La Ko, Denison Consulting, Matthew S. Christensen, Denison Consulting, Can We Use Social Media Data to Assess Organizational Culture?
Christopher Cancialousi, gothamCulture, New Qualitative Approach to Organizational Culture Research Methods in Practice
Nate T. Dvorak, Gallup, Novel Culture Assessment Methods: Ethnographic Observations and Critical Incident Technique
Submitter: Alice Wasag, aliewasag@yahoo.com

249. Symposium/Forum: 5:00PM-5:50PM  207 D
Leadership in a New Light: Rethinking our Understanding of Leadership
This symposium challenges a foundation of traditional leadership research and offers new perspectives on how leadership is perceived between leaders and followers and how leadership can enable innovation and emergence in complex adaptive systems.
Ryan K. Gottfredson, California State University-Fullerton, Chair
Lisa Schurer Lambert, Georgia State University, Co-Chair
Ryan K. Gottfredson, California State University-Fullerton, Lisa Schurer Lambert, Georgia State University, Content Validity and Conceptual Discrimination: Review of Leadership Behavior Constructs
Stephen H. Courttright, Texas A&M University, Jiejin Wang, Texas A&M University, Leadership and the Beauty Bias: A Theoretical Integration and Meta-Analysis
Stefanie K. Johnson, University of Colorado Boulder, Elsa Chan, University of Colorado-Boulder, Robert G. Lord, Durham University, Ronald E. Riggio, Claremont McKenna College, Embodied Cognitions Shape Power and Rapport in Leader-Follower Dynamics
Mary Uhl-Bien, Texas Christian University, Michael Arena, General Motors, Complexity Leadership Theory: Empirical Findings and New Discoveries
Submitter: Ryan K. Gottfredson, rgottfredson@fullerton.edu

250. Symposium/Forum: 5:00PM-5:50PM  303 A
Going Mobile: Empirical Evidence From Higher-Fidelity Mobile Simulations
Organizations are increasingly adapting prehire assessments to mobile devices. Empirical research on simulations adapted to mobile platforms, however, is relatively scarce. Presenters share findings pertaining to higher-fidelity simulations adapted to mobile platforms, including equiva- lence results, criterion-related validity, and applicant reactions.
Jared Z. Ferrell, SHAKER, Co-Chair
Michael J. Hud, SHAKER, Co-Chair
Richard N. Landers, Old Dominion University, Discussant
Kevin Tomczak, Applied Psychological Techniques, Vertical Analysis of Mobile-Optimized Simulations in Fortune 100 Organization
Submitter: Jared Z. Ferrell, jzf2@zips.uakron.edu

251. Symposium/Forum: 5:00PM-5:50PM  303 B
Considering Conflicts Between Team and Individual Benefits
The use of teams in organizations and classrooms continues to grow. However, an underlying assumption of much team research is that processes which benefit the team also benefit the individuals. This symposium draws attention to the complex nature of the relationship between individual and team benefits.
Leslie DeChurch, Georgia Tech University, Discussant
Elizabeth Peyton, VHA National Center for Organization Development, Katerine Osatuke, Miami University, Team Structure, Relationship Behaviors, and Learning in Primary Care Teams
Ryan L. Derickson, Xavier University, Katerine Osatuke, Miami University, Organizational Health and Change Outcomes in Healthcare
Truman J. Gore, Wright State University, Debra Steele-Johnson, Wright State University, Elizabeth Peyton, VHA National Center for Organization Development, Leadership Behaviors and Individual and Team Performance in Classroom Teams
Julie A. Steinke, The MITRE Corporation, Amber Hargrove, George Mason University, Laura Fletcher, George Mason University, Kristin M. Repchick, George Mason University, Tiffany R. Chen, George Mason University, Zilong Sheng, George Mason University, Stephen J. Zaccaro, George Mason University, The Impact of Culture on MTS Effectiveness
Submitter: Elizabeth Peyton, bethpeyton1025@gmail.com

252. Symposium/Forum: 5:00PM-5:50PM  303 C
Advances in SJT and Personality Scoring Methods
Recent research of SJT scoring methods suggests that validity may be improved and group differences reduced by using alternatives to traditional point or distance-based scoring. The papers in this symposium extend prior SJT scoring research and describe how alternative scoring methods might also be applied to personality measurement.
Victor Jockin, PSI Services LLC, Chair
Michael A. McDaniel, Virginia Commonwealth University, Discussant
Nigel R. Guenole, IBM, Jeff A. Weekley, IBM/University of Texas, Dallas, Shungwon Ro, IBM, SJT Predictions of Job Performance by Recursive Partitioning
Joseph D. Abraham, PSI Services LLC, Dawn Lambert, PSI Services LLC, Robert K. Kilcullen, PSI Services LLC, Examining Equivalence, Validity, and Reactions in Three Mobile-Optimized Simulations
John A. Weiner, PSI, The MITRE Corporation, IBM/University of Texas, Dallas, Shungwon Ro, IBM, SJT Scoring Methods Can Impact What We Are Measuring
Peter Legree, U.S. Army Research Institute, Robert Kilcullen, U.S. Army Research Institute for the Behavioral and Social Sciences, Kristin M. Repchick,
George Mason University, Profile Similarity Metrics Increase Personality Scale Validity
Submitter: Victor Jockin, tjockin@hotmail.com

253. Panel Discussion: 5:00PM-5:50PM 303 D
Imposter Syndrome: Graduate School and Early Career Experiences on Self-Confidence
I-O psychology graduate programs are successful at preparing practitioners on the technical aspects of running human capital projects. Unfortunately, however, graduate school and early professional experiences do not always build self-confidence, and sometimes diminish it. This session will present observations and practical advice by a panel of managers and coaches.
Amy L. Stellmack, CEB, Chair
Jay Janovics, American Family Insurance, Panelist
Joanna Rock, JRock Consulting, Panelist
Christine R. Scheu, CEB, Panelist
Submitter: Amy L. Stellmack, amy.stellmack@shl.com

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Co-Chairs:
Dale S. Rose, 3D Group
Dave W. Bracken, DWBracken & Associates

Panelists:
Michael A. Campion, Purdue University
David Futrell, Walmart
Manuel London, Stony Brook University
Kenneth M. Nowack, Ofactor/Envisia Learning
Janine Waclawski, PepsiCo

Thursday at 12:00 pm, Rm 207C

3D Group, Booth #610

Coaching Nightmares: What Would You Do?

Chair:
Dale S. Rose, 3D Group

Panelists:
Stuart Sidle, University of New Haven
Anne Whiting, 3D Group
Cynthia Alt, USC
Dave Sowisnki, Vantage Leadership
Dale S. Rose, 3D Group

Friday at 10:30 am, Rm 206A

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To learn more about what SHRM has to offer, stop by Booth #409.

shrm.org/membercenter
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COFFEE BREAK

SATURDAY SPECIAL EVENTS:

CONTINENTAL BREAKFAST, presented by Qualtrics
Pacific C-D (HA)
7:30AM TO 8:30AM

COFFEE BREAKS
Ballroom A-E (CC)
10:00AM TO 10:30AM
3:00PM TO 3:30PM

CLOSING PLENARY featuring LASZLO BOCK
California A-D (HA)
4:30PM TO 5:30PM

CALIFORNIA CLOSING RECEPTION
Pacific A-D (HA)
6:00PM TO 8:00PM

HA: Indicates event held at the Hilton Anaheim
CC: Indicates event held at the Convention Center


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342 Developing National Research Policy With Use-Inspired Science for Organizational Research, 303 C, 1:30PM
347 Facilitating Successful I-O Internships: Considerations, Challenges, and Opportunities, 201 B, 3:30PM

### Technology (e.g., Gamification, Social Media, Simulations)

257 Mobile Equivalence: Expanding Research Across Assessment Methods, Levels and Devices, 201 B, 8:30AM
268 Using metaBUS for Literature Searches and Generating Instant Meta-Analyses, 207 B, 8:30AM
331 Using Deep Learning to Predict Performance From Resumes, 204 B, 1:30PM
345 Posters 2,5,6,9-17, 19-22, 24, & 25, 3:30PM
356 Can Technology Like Deep Learning Eliminate Adverse Impact Forever?, 205 B, 3:30PM
358 Acquisition of KSAOs Through Online Games and Virtual Team Collaborations, 207 A, 3:30PM

### Testing/Assessment (e.g., Selection Methods, Validation, Predictors)

256 Examining the Impact of Situational Judgment Test Scoring Methods, 204 A, 8:00AM
263 Best Practices for Content Validation, 204 C, 8:30AM
278 Cradle to Grave: Practical Considerations in the Life Cycle of Assessments, 303 D, 9:00AM
298 Messy Validation II: Practical Recommendations for Optimal Predictive Studies, 303 B, 10:30AM
299 Deceiving Prospective Employers: Across Selection Methods and In Cross-Cultural Contexts, 303 C, 10:30AM
305 Establishing Assessment Strategies in Organizations: Best Practices and Lessons Learned, 201 D, 12:00PM
307 Recent Advances in Forced Choice Personality Assessment, 203 A, 12:00PM
312 Managing SME Mayhem: Insights and Lessons Learned From the Trenches, 205 A, 12:00PM
319 Applied Criterion-Related Validation Challenges: What We Weren’t Taught in Textbooks, 303 A, 12:00PM
325 I Stepped in Gum: Creative Solutions to Sticky Validation Situations, 201 C, 1:30PM
329 Asking the Right Questions: Investigations of Structured Interview Questions, 203 B, 1:30PM
337 Shepherding a Shift: Building a Culture of Assessment, 207 B, 1:30PM
352 New Directions in Impression Management and Faking in Employment Interviews, 204 A, 3:30PM

### Training

322 Posters 1, 4, 9, 11, 13, 15, 18, 19, 21, 23, & 24, Ballroom A-E, 1:00PM

### Work and Family/Nonwork Life/Leisure

259 I’m Here, You’re There: Discussing the Controversies Surrounding Telecommuting, 201 D, 8:30AM
274 Posters 2-30, Ballroom A-E, 9:00AM
288 Work-Family Debate: Better to “Lean In” or “Lean On” Organizations/ Government?, 204 B, 10:30AM
254. Poster Session: 8:00AM-8:50AM  Ballroom A-E
Occupational Health/Safety/Stress/Aging
254-1 Perceiver Beware: Sleepiness Biases Incivility Interpretations
Two studies examined whether state sleepiness biases people’s civility interpretations. In Study 1, sleepiness significantly increased the variance explained in incivility interpretations beyond Big 5 personality traits. In Study 2, providing additional information suggesting low social threat cues (i.e., an apology) mitigated the sleepiness and incivility perception relationship.
Christopher J. Budnick, Northern Illinois University
LaRissa K. Barber, Northern Illinois University
Submitter: LaRissa K. Barber, lbarber@niu.edu

254-2 Evaluation of Psychology-Based Safety Training in the Australian Fishing Industry
This poster evaluated the impact of a psychology-based safety training program and training transfer toolkit within the Australian fishing industry. The study employs a 2 (training and no training) x 2 (transfer toolkit and no toolkit) quasi-experimental design. Preliminary results comparing measures pre–post program indicate significant improvement in safety knowledge.
Tristan Casey, Sentis
Autumn D. Krauss, Sentis
Dom O’Brien, Sentis
Gabriela Favaloro, Sentis
Submitter: Autumn D. Krauss, autumn.krauss@sentis.net

254-3 Pet-Friendly Workplace Policies, Employee Stress and Perceived Organizational Support
This study investigated whether pet-friendly workplace policies provide a buffer against stress, as well as impact perceived organizational support (POS). Full-time employees completed an online survey, including measures of workplace attitudes. Results revealed that presence of a pet-friendly policy was significantly related to stress, and POS fully mediated this.
Catherine S. Daus, Southern Illinois University-Edwardsville
Samantha K. Naumann, Southern Illinois University-Edwardsville
Submitter: Catherine S. Daus, cdaus@siue.edu

254-4 Family-to-Work Conflict and Safety Performance in Two High Risk Industries
This study examines the process through which family-to-work conflict negatively relates to safety performance using 2 samples from high-risk industries. Family-to-work conflict is related to employees’ workplace cognitive failures and psychological strains, which in turn are a significant predictor safety performance. These effects are moderated by employees’ commitment to safety.
Erin Eatough, Baruch College & The Graduate Center, CUNY
Ryan C. Johnson, Ohio University
Chu-Hsiang Chang, Michigan State University
Leslie B. Hammer, Oregon Health & Science University
Donald M. Truxillo, Portland State University
Submitter: Erin Eatough, erin.eatough@baruch.cuny.edu

254-5 Effects of Safety Communication and Climate on Truckers’ Safety Performance
This study examined the relative contribution of and interaction between supervisory safety communication and safety climate in predicting safety performance and objective safety outcomes. Data from 5,162 truck drivers showed that quality of supervisor safety communication uniquely contributed to outcomes and also interacted with safety climate to predict outcomes.
Yueong-Hsiang E. Huang, Liberty Mutual Research Institute for Safety
Robert R. Sinclair, Clemson University
Jin Lee, University of Connecticut
Anna C. McFadden, Clemson University
Janelle H. Cheung, Clemson University
Lauren A. Murphy, SHARP (Safety & Health Assessment & Research for Prevention)
Submitter: Yueong-Hsiang E. Huang, yueong-hsiang.huang@libertymutual.com

254-6 Mindfulness in the Relationship Between Workplace Stressors and Strains
Using 3-wave data, this poster investigated the moderating role played by mindfulness in the relationship between workplace stressors (interpersonal conflict and workload) and strains (job dissatisfaction and emotional strains). Results show that mindfulness buffers the negative impact of stressors on strain.
Alexandra Ilie, Illinois State University
Hannah C. Archos, Illinois State University
Erin White, Illinois State University
Dan Ispas, Illinois State University
Dragos G. Iliescu, University of Bucharest, Romania
Kevin L. Askew, Montclair State University
Submitter: Dan Ispas, dispas@gmail.com

254-7 Long-Term Effects of Work Interruptions on Employee Well-Being
This study investigated the far-reaching consequences of work interruptions on employee job satisfaction and psychosomatic complaints across 3 studies. Mean levels of work interruptions tended to have negative effects on employees well-being; however, increases over time were a stronger predictor for employee well-being than mean levels.
Anita C. Keller, Michigan State University
Laurenz L. Meier, University of Fribourg
Wolfgang Kaelin, University of Bern
Franziska Tschan, University of Neuchatel
Achim Eller, University of Bern
Norbert K. Semmer, University of Bern
Submitter: Norbert K. Semmer, norbert.semmer@psy.unibe.ch

254-8 Safety-Supporting Factors: A Multisource, Multilevel Approach
Research examined the role of safety climate using a sample of 588 employees working in 164 groups within 55 different manufacturing organizations. Results of a multisource multilevel mediation model suggest that safety climate, leaders’ safety compliance, and coworkers’ safety behaviors influences accidents via employees’ safety compliance.
Stacey R. Kessler, Montclair State University
Lorenzo Lucianetti, University of Chieti and Pescara
Shani Pindek, University of South Florida
Paul E. Specter, University of South Florida
Submitter: Stacey R. Kessler, kesslers@mail.montclair.edu

254-9 Incivility and Job Strain Relationships: Mediating Effect of Employees’ Attritions
Incivility contributes to deterioration of healthy work life as a result of rude behaviors in the workplace. Employees’ attributes of these incivil experiences over time, especially in ambiguous environments, may exacerbate work strains. Evidence suggests employees’ differential place of blame (person vs. organization) impacts their personal and organizational work health.
Saira I. Khan, Interpublic Group
Cong Liu, Hofstra University
Xichao Zhang, Beijing Normal University
Submitter: Saira I. Khan, ksaira001@gmail.com

254-10 Low-Power Posture Effect and Stress on Job Performance
This study examines the negative effects of low-power posture on risk-taking behavior, creativity, and intelligence. Findings show a statistically significant low-power posture effect on risk-taking behavior and creativity, and the latter effect is moderated by a specific type of stress.
Jieun Kwon, Seoul National University
Submitter: Jieun Kwon, jieunkwon14@gmail.com

254-11 Stress Intervention, Supervisors’ Emotional Exhaustion, Abusive Supervision, and Team Performance
This study examines the far-reaching consequences of stress reduction intervention program for supervisors and subordinates. Results show that supervisors’ reduced emotional exhaustion and abusive supervisory behavior function as key mediators that transmit the indirect effect of supervisors’ stress reduction intervention on subordinates’ performance in teams.
Catherine K. Lam, City University of Hong Kong
Xu Huang, Hong Kong Baptist University
Submitter: Catherine K. Lam, mg.cat@cityu.edu.hk

254-12 Trickle-Down Effect of Leaders’ Resilience on Followers’ Work Outcomes
This study examined the trickle-down effects of leaders’ resilience on followers’ burnout and OCBOs by leader-follower dyadic data in China.
Results indicated leaders’ resilience was positively related to followers’ resilience, which in turn was positively related to followers’ burnout and OCBS. The findings largely supported the hypotheses.

Yang Luo, East China Normal University
Hui Meng, East China Normal University
Jinyan Fan, Auburn University
Submitter: Jinyan Fan, fanjinyan@yahoo.com

254-13 Self-Reported Physical Activity Mediates Personality Traits and Physical Fitness Outcomes
This study investigated relationships between broad and narrow personality measures, self-reported physical activity (SPA), and objective physical fitness performance. Analyses used large U.S. Air Force samples. Major findings include SPA predicting actual physical fitness and mediating relationship between trait scales and actual fitness. Implications for physically demanding occupations are discussed.

Gregory G. Manley, U.S. Air Force
Mark R. Rose, U.S. Air Force
John Trent, U.S. Air Force
Submitter: John D. Trent, jTrent@satx.rr.com

254-14 Supervisor–Subordinate Discrepancies in Perceptions of Subordinate Stress: Implications for Support
Using polynomial regression and response surface modeling, this poster examined the relationship between supervisor–subordinate discrepancies in subordinate stress perceptions and subordinates’ perceived supervisor support. Findings indicated that subordinates’ perceptions of supervisor support were generally high except when supervisor perceptions of subordinate stress were low and subordinate self-ratings were high.

Sandra Martinez, San Diego State University
Mark B. Reynolds, San Diego State University
Ruth A. Topete, San Diego State University
Mark G. Ehnhart, San Diego State University
Lisa M. Kath, San Diego State University
Jaynelle F. Stichler, San Diego State University
Submitter: Mark G. Ehnhart, mehnhart@mail.sdsu.edu

254-15 Dispositional, Attitudinal, and Motivational Predictors of Workplace Safety
This study examined the roles proactive personality, core-self evaluations, safety attitudes, safety motivation, and safety climate play in understanding workplace safety behaviors. It was found that safety attitudes fully mediated the relationship between core-self evaluations and accident/injury rates, whereas safety motivation partially mediated the relationship between proactive personality and attitudes toward safety.

Emma L. Mathison, Saint Cloud State University
Adam M. Smith, Saint Cloud State University
Daren S. Protolipac, Saint Cloud State University
Submitter: Daren S. Protolipac, dsprotolipac@stcloudstate.edu

254-16 Tend and Befriend: The Prosocial Behavioral Patterns of Stressed Supervisors
This study examined the “tend-and-befriend” behavioral pattern of stressed supervisors. In a sample of 281 retail employees and 53 managers working in Turkey, supervisor stress was positively related to employee attitudes and performance via supervisors’ propensity to share credit and information with employees. Supervisors’ implicit follower beliefs acted as a moderator.

Julie M. McCarthy, University of Toronto
Berrin Erdogan, Portland State University
Talya N. Bauer, Portland State University
Submitter: Julie M. McCarthy, julie.mccarthy@rotman.utoronto.ca

254-17 Effect of Occupational Tenure on Safety Climate and Safety Behavior
This study applied sociotechnical systems theory to examine the moderating effect of occupational tenure (external influence) on the safety climate, driving safety behavior relationship. Results showed that driving safety behavior was less dependent on safety climate for drivers with longer occupational tenure compared to those with shorter tenure.

Lauren A. Murphy, SHARP (Safety & Health Assessment & Research for Prevention)
Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety
Submitter: Lauren A. Murphy, murphy.lauren.an@gmail.com

254-18 Effects of Positive Cognitive Interventions on Stress and Well-Being
This longitudinal experiment study examined the effects of positive cognitive interventions on employed participants’ (N = 84) stress and well-being. Participants completed an online cognitive assignment and responded to an online survey thrice (before and after the assignment). Perceived well-being slightly increased, whereas reported stress levels significantly decreased over time.

Hannah-Hanh D. Nguyen, University of Hawaii at Manoa
Maryam Solti, California State University, Long Beach
Submitter: Hannah-Hanh D. Nguyen, hhnguyen@hawaii.edu

254-19 Examining the Underlying Assumptions and Measurement of Incivility and Bullying
Drawing on 2 samples, perceived intensity and intent attributions were explicitly measured. Evidence supports the constructs of incivility and bullying, but significantly stronger relationships between bullying and strain indicate support for concerns of construct measurement, revealing research investigating incivility and bullying may be conflated with that of general workplace mistreatment.

Ashley E. Nixon, Willamette University
Maryana Arvan, University of South Florida
Paul E. Spector, University of South Florida
Submitter: Ashley E. Nixon, ashley.e.nixon@gmail.com

254-21 Aggressive Humor at Work: Exponential Risk for Health and Performance?
This study tested nonlinear relations between aggressive humor and work-related outcomes in 2 cross-sectional online studies involving 592 Austrian/German and 286 U.S. employees. Aggressive humor was exponentially related to irritation (Austrian/German sample) and to innovative work behavior (U.S. sample). Thus, aggressive humor is not always bad, and its relevance seems culture dependent.

Tabea E. Scheel, Humboldt-University Berlin
Cornelia Gerdenitsch, University of Vienna
Christian Korunka, University of Vienna
Submitter: Tabea E. Scheel, tabeascheel@hu-berlin.de

254-22 Inconspicuous Intolerance: The Relationship Between Incivility, Discrimination, and Employee Outcomes
This study tested Cortina’s (2008) proposition that incivility may sometimes represent subtle workplace discrimination. Discrimination and incivility did tend to co-occur in a large sample of nurses but differentially predicted workplace outcomes. Women and minorities also experienced more incivility. This suggests preliminary evidence of incivility as subtle discrimination.

Katherine A. Silter, IUPUI
Robert R. Sinclair, Clemson University
Morgan D. Jones, FurstPerson
Cynthia D. Mohr, Portland State University
April Cantwell, FurstPerson, Inc.
Submitter: Katherine A. Silter, katherinesilter@gmail.com

254-23 What Predicts Snacking at Work? A Daily-Survey Study
This daily-survey study examined organizational, individual, and situational variables as predictors of day-specific food choice motives and snacking at work. A positive organizational eating climate was related to snacking fruits via health as food choice motive. Emotional eating and day-specific self-control demands predicted snacking sweets via the affect-regulation motive.

Sabine Sonnentag, University of Mannheim
Alexander Pundt, University of Mannheim
Submitter: Sabine Sonnentag, sonnentag@uni-mannheim.de

254-25 A Meta-Analysis of the Relationships Between Recovery Experiences and Outcomes
A quantitative review of relationships among recovery experiences (detachment, relaxation, mastery, control) and various personal and work-
related outcomes is presented. Overall the results confirm the beneficial effects of recovery experiences. However, in some cases meta-analytic regression weights did not mirror bivariate relationships, indicating the need to consider recovery experiences simultaneously.

Skye Wattie, University of Waterloo
Winny Shen, University of Waterloo
James W. Beck, University of Waterloo
Submitter: James W. Beck, beckjam2@gmail.com

254-26 Effects of Standing While Working: An Experience Sampling Approach
Using experience sampling methodology, this poster examined the effects of standing while working. Multilevel analysis results suggest that standing benefits employee well-being (increased energy and positive affect, and reduced sleepiness and fatigue). In addition, positive affect mediates the effect of standing and its interactional effect with polychronicity on flow.

Cindy Wu, Baylor University
Shana Walsh, Baylor University
Renee Umstadtt Meyer, Baylor University
Submitter: Cindy Wu, Cindy_Wu@baylor.edu

255. Special Events: 8:00AM-8:50AM
Executive Board Special Session: Growing the Impact of I-O Through Local I-O Groups
Current directions taken by SIOP Local I-O Group Relations committee and recent survey results are presented, followed by breakout groups to discuss key topics. Each group will share insights with the overall audience about how local groups can help SIOP members make meaningful impacts locally, within SIOP, nationally and globally.

William L. Farmer, U.S. Food and Drug Administration, Chair
M. Peter Sconitro, Sconitro-Powell, Moderators
Ginger Whelan, Performance Associates, Moderators
Lynda Zuege, The Workforce Consultants, Moderators
Alison R. Eyring, Organisation Solutions Pte Ltd., Presenter
Therese Macan, University of Missouri-St Louis, Presenter
Peter J. Rutigliano, Sirota Consulting, Presenter
Donna Landau Sylvan, Sylvan & Associates, Presenter
Anna R. Erickson, CEB, Coordinator
James N. Kurtessi, SHRMR, Coordinator
Terri Shapiro, Hofstra University, Coordinator
Therese Macan, University of Missouri-St Louis, Coordinator
Submitter: William L. Farmer, farmerfl@flash.net

256. Symposium/Forum: 8:00AM-8:50AM
Examining the Impact of Situational Judgment Test Scoring Methods
Multiple situational judgment test (SJT) scoring methods exist, but little research has documented the impact of scoring decisions may have on testing results. This symposium explores critical decisions when determining appropriate SJT scoring protocols, and presents the impact of different approaches on adverse impact, construct validity, reliability, and criterion-related validity.

Robert W. Stewart, PDRI, a CEB Company, Chair
Stephan J. Motowidlo, Rice University, Discussant
Bryan H. Miller, Alliant International University/LA County Sheriff's Department, Calvin C. Hoffman, Alliant International University/LA County Sheriff's Department, Dary Fiorentino, Alliant International University, Denise P. Lopez, Alliant International University; Scoring Situational Judgement Tests: A Demonstrated Need for Criterion Data
Jeff W. Johnson, CEB, Kenneth T. Bruskewicz, PDRI, a CEB Company, Comparing SJT Scoring Methods to Enhance Construct and Criterion-Related Validity
Dana M. Dunleavy, Association of American Medical Colleges, Thomas M. Geiger, Association of American Medical Colleges, Jane Wu, IBM; Incorporating a Situational Judgment Test (SJT) in Medical School Admissions
Submitter: Robert W. Stewart, robert.stewart@pdri.com

257. Symposium/Forum: 8:30AM-9:50AM
Mobile Equivalence: Expanding Research Across Assessment Methods, Levels, and Devices
The burgeoning use of mobile devices in assessment presents fairness and measurement challenges to practitioners. This symposium extends the existing research surrounding mobile testing, including 5 presentations that examine cross-device equivalence of simulations and cognitive ability tests, job level score differences, and a novel approach to control for device differences.

Trevor D. McGlochin, Select International, Chair
Kate LaPort, Aon Hewitt, Alexander Stemler, Central Michigan University, Jeffrey A. Ryer, Aon Hewitt, Don M. Moretti, Sears Holdings Corporation; Mobile Assessment: Comparing Traditional Cognitive, Cognitve-Reasoning, and Noncognitive Performance
Justin Rossini, DDI, Inc., Mobile Device Testing: A Five-Year Look Across Job Level
Paul M. Fursman, CEB, Warning Message Impact on Assessments Scores Delivered on Mobile Devices
Submitter: Luye Chang, schang@selectintl.com

258. Panel Discussion: 8:30AM-9:50AM
Mastering Your Future: Sage Advice for Early-Career 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 current master’s-level students and early career practitioners, and master’s level educators, on career preparation, progression, and visibility issues necessary for sustained success in the field.

Satori S. Culbertson, Kansas State University, Chair
Jaime B. Henning, Eastern Kentucky University, Co-Chair
Jason D. Frizzell, Select International, Panelist
Adam W. Hilliard, Walmart, Panelist
Donald R. Scott, Development Dimensions International (DDI), Panelist
Susan A. Walker, FedEx Freight, Panelist
Submitter: Satori S. Culbertson, satoris@ksu.edu

259. Panel Discussion: 8:30AM-9:50AM
I’m Here You’re There: Discussing the Controversies Surrounding Telecommuting
This panel seeks to move beyond a simple discussion of whether or not telecommuting is good or bad but rather to discuss specific issues surrounding the use and effectiveness of telecommuting from both an academic and practitioner perspective. Best telecommuting practices and future research agenda will also be discussed.

Malissa A. Clark, The University of Georgia, Co-Chair
Jessica M. Nicklin, University of Hartford, Co-Chair
Timothy Golden, Rensselaer Polytechnic Institute, Panelist
Levi R. Nieminen, Denison Consulting, Panelist
Jesse S. Michel, Auburn University, Panelist
Submitter: Jessica M. Nicklin, nicklin@hartford.edu

261. Panel Discussion: 8:30AM-9:50AM
A Practical Exploration of Coaching Approaches Across Disciplines
This panel discussion brings together coaches from I-O psychology, business, and clinical psychology to explore approaches across disciplines. The panelists’ coaching conversations with a current organizational executive prior to the session will be used as a starting point for a discussion around benefits, challenges, and ramifications associated with various approaches.

Bahareh Soltani, CEB, Chair
Joe Ungemah, Towers Watson, Panelist
Hilton Anaheim
Submitter: Bahareh Soltani, soltani.berry@gmail.com

262. Panel Discussion: 8:30AM-9:50AM 204 B
Emerging Trends in Organizational Surveys: Possibilities and Implications
With a focus on more frequent, often narrower scope pulse-type surveys, this session will explore emerging trends in organizational surveys. Through sharing perspectives on exciting possibilities and important challenges and considerations, the authors hope to inform and equip attendees to be better able to successfully utilize these emerging approaches.

Lindsey M. Kotbra, Denison Consulting, Chair
Daniel R. Denison, International Institute for Management Development, Panelist
Jim Harter, Gallup, Panelist
Ken Oehler, Aon Hewitt, Panelist
Christopher Canciosiolo, gothamCulture, Panelist
Submitter: Lindsey M. Kotbra,ikotbra@denisonculture.com

263. Panel Discussion: 8:30AM-9:50AM 204 C
Best Practices for Content Validation
Panel members will identify best practices for the content validation of selection procedures. They will: (a) summarize the requirements from the testing guidelines, (b) derive best practices from the issues and problems in defending content validation in litigation contexts, and (c) make recommendations for future research.

Michael A. Campion, Purdue University, Chair
Sheldon Zedeck, University of California-Berkeley, Panelist
James L. Oultz, Oultz and Associates, Panelist
Nancy T. Tippins, CEB, Panelist
Kathleen Kappy Lundquist, APTMetrics, Inc., Panelist
Wayne F. Cascio, University of Colorado Denver, Panelist
Submitter: Michael A. Campion, campionm@purdue.edu

264. Symposium/Forum: 8:30AM-9:50AM 205 A
Promoting Mindfulness@Work: Effects on Performance, Health and Relational Outcomes
Mindfulness has started to attract interest from I-O researchers and practitioners alike. This symposium contributes to this emerging line of research by investigating ways to increase mindfulness at work and by shedding light on outcomes of mindfulness that have, to date, received relatively little attention, including performance and relational outcomes.

Ute R. Hulsheger, Maastricht University, Chair
Kalina Sawyer, Villanova University, Christian N. Thoroughgood, Northeastern University, Michelle K. Duffy, University of Minnesota, Kristin Scott, Clemson University, Elizabeth A. Adair, University of Minnesota, Lingtao Yu, University of Minnesota, The Impact of Mindfulness on Interpersonal Relationships at Work
Annika Noubold, Maastricht University, Niels Van Quaquebeke, Kühne Logistics University, Ute R. Hulsheger, Maastricht University, Be(com)ing Real: Mindfulness and Authentic Leadership
Tao Yang, Indiana University-Purdue University Fort Wayne, Theresa M. Glomb, University of Minnesota, Agreeableness and Work Overload as Contingencies of Mindfulness Intervention—Performance Relationships
Tammy D. Allen, University of South Florida, Tyler Henderson, University of South Florida, Victor S. Mancini, University of South Florida, Kimberly A. French, University of South Florida, Mindfulness as a Moderator of Age and Well-Being Among Workers
Ute R. Hulsheger, Maastricht University, Alicia Walkowiak, Maastricht University, The Role of the Work Environment in Promoting Employee Mindfulness
Submitter: Ute R. Hulsheger, ute.hulsheger@maastrichtuniversity.nl

265. Symposium/Forum: 8:30AM-9:50AM 205 B
Rethinking the Study of Vocational Interests at Work
This symposium presents 4 papers that rethink how vocational interests can inform important topics in the organizational literature. These papers discuss the implications of vocational interests for workplace behavior and describe the theoretical and empirical links between interests, organizational constructs, and models of organizational behavior.

Christopher D. Nye, Michigan State University, Chair
Rong Su, Purdue University, James Rounds, University of Illinois at Urbana-Champaign, Nature of Interests
Fred Oswald, Rice University, Amy Shaw, Rice University, Leaetta M. Hough, Dunnette Group, Ltd. & HirePayoff, Considering Vocational Interests in Personnel Selection
Ann Marie Ryan, Michigan State University, Danielle D. King, Michigan State University, Connecting Demographic Differences and Diversity in Interests to Organizational Diversity
Bart Wille, Ghent University, Filip De Fruyt, Ghent University, A Roadmap for Theory and Research on Interest Development
Submitter: Christopher D. Nye, nyechris@msu.edu

266. Alternative Session Type: 8:30AM-9:50AM 206 A
Combining Science and Practice to Develop World Class Distributed Leaders
Applied researchers and industry leaders will present a cutting-edge framework of distributed leadership capabilities, combined with case studies from North American and European organizations. This session brings together thought leaders who will share engaging presentations, interactive activities, and a panel discussion of challenges and opportunities of leading from a distance.

Laura A. Hambley, Work EVolution, Chair
Thomas A. O’Neill, University of Calgary, Presenter
Christianne Varty, University of Calgary, Presenter
Philip Vanhoutte, Plantronics, Inc., Presenter
Sherri Wright-Schwitz, ATB Financial, Presenter
Submitter: Laura A. Hambley, laura@workevolution.com

267. Roundtable/Conversation Hour: 8:30AM-9:50AM 207 A
Business Development: Demystifying Federal Contracting
The objective is to introduce the ethical and legal aspects of federal contracting while examining pertinent laws and regulations to provide the attendee basic tools to navigate the federal contracting arena.

Helen I. Horvath, ILKA Technologies, Inc., Host
TD Chism, ILKA Technologies, Inc., Host
Submitter: Helen I. Horvath, hhhorvath@ilka-technologies.com

268. Master Tutorial: 8:30AM-9:50AM 207 B
Using metaBUS for Literature Searches and Generating Instant Meta-Analyses
The metaBUS project provides tools for finding, curating, synthesizing, and disseminating research findings. Authors demonstrate an updated interface for conducting rapid literature searches and meta-analyses based on a corpus of nearly 1,000,000 correlations reported from 1990–2014 in 25 I-O psychology journals. Implications for science and practice are discussed.

Krista L. Uggerslev, Northern Alberta Institute of Technology, Presenter
Frank A. Bosco, Jr., Virginia Commonwealth University, Presenter
Piers Steel, University of Calgary, Presenter
James G. Field, Virginia Commonwealth University, Presenter
Submitter: Krista L. Uggerslev, kristau@nait.ca

269. Symposium/Forum: 8:30AM-9:50AM 207 C
Feedback Effectiveness Within and Without Performance Management
A core theme driving the clamor for the revamp of performance management is the need to improve feedback and employee development. Four presenters offer diverse approaches to this challenge, including focus on physical and mental well-being, enhanced multisource feedback, use of social sources, and building a feedback culture.

David W. Bracken, DWR Bracken & Associates, Chair
Manuel London, SUNY-Stony Brook, Discussant
Brodie Gregory Riordan, PDRI, a CEB Company, Rose Hanson, PDRI, a CEB Company, Forget the Ratings Debate: How to Really Drive High Performance
Haiyan Zhang, IBM Smarter Workforce Institute, Sheri L. Feinzig, IBM Smarter Workforce Institute, Implementing a New Agile Approach to Performance Management
Kelsey C. Kline, Intel Corporation, Paul E. Levy, University of Akron, Investigating the Relationships Among Employee Development and Well-Being Outcomes
270. Symposium/Forum: 8:30AM-9:50AM  
Employment and Income: Effects of Economic Stress on Occupational Health

The symposium examines occupational health issues in relation to stressors pertinent to employment and money income. The papers utilized samples from various occupational settings as well as nationally representative samples, thus drawing attention to the wide impact of economic stress on physical and mental health, and highlighting potential avenues for interventions.

Heather N. Odle-Dusseau, Gettysburg College, Co-Chair
Janelle H. Cheung, Clemson University, Co-Chair
Heather N. Odle-Dusseau, Gettysburg College, Russell A. Matthews, Bowling Green State University, Alexandra Henderson, Bowling Green State University, Julie Ho Wayne, Wake Forest University, *Financial Strain and Health: Associations Through Work–Family Conflict and Stress*

MacKenna L. Perry, Portland State University, Leslie B. Hammer, Oregon Health & Science University, Tori L. Crain, Colorado State University, Todd Bodner, Portland State University, Ryan C. Johnson, Ohio University, Kathleen F. Carlson, HSR&D Center to Improve Veteran Involvement in Care (CIVIC), *Financial Strain and Veteran Health: The Role of Supervisor Support*

Lindsay E. Sears, Healthways, Carter R. Cobeley, Healthways, *Effects of Financial Well-Being on Work, Health and Global Well-being*

Janelle H. Cheung, Clemson University, Robert R. Sinclair, Clemson University, Lindsay E. Sears, Healthways, *Employment Status and Health: Basic Access as a Mediator*


Submitter: Janelle H. Cheung, janelle.h.cheung@gmail.com

271. Symposium/Forum: 8:30AM-9:50AM  
What About the T? Transgender Workplace Research

Across 4 studies, qualitative and quantitative research is presented that focuses on transgender workplace issues from employees' and researchers' perspectives. Transgender experiences in Canada, difficulties navigating the gender binary, the importance of supportive coworkers, and provide a validated scale to measure attitudes toward transgender individuals are highlighted.

Larry R. Martinez, The Pennsylvania State University, Co-Chair
Nicholas A. Smith, The Pennsylvania State University, Co-Chair
Nicholas P. Saltier, Ramapo College of New Jersey, Discussant
Thomas Sasso, University of Guelph, Rebecca Lee, University of Guelph, Cathy Gallagher-Louisy, Canadian Centre for Diversity and Inclusion, *Trans-Canada: Canadian Experiences of Minority Gender Identities*
Nicholas A. Smith, The Pennsylvania State University, Larry R. Martinez, The Pennsylvania State University, *Trans-cending Boundaries? Workplace Experiences Among Transgender Individuals*

Christian N. Thoroughgood, Northeastern University, Katina Sawyer, Villanova University, Jennica R. Webster, Marquette University, *Contagious Opposition: The Impact of Courage on Transgender Employee Outcomes*

Robert M. Bickmeier, University of North Carolina Charlotte, Enrica N. Ruggs, University of North Carolina at Charlotte, *Validation of a Measure of Attitudes Toward Transgender Individuals*

Submitter: Larry R. Martinez, martinez@psu.edu

272. Symposium/Forum: 8:30AM-9:50AM  
Counterproductive Work Behaviors: Liars, Aggressors, and Manipulators

Counterproductive work behaviors remain a costly concern for organizations. This symposium examines the antecedents to CWBs and expands upon the current model of CWB. The research studies add to our understanding of what relates to CWB in organizational settings and provides an expanded framework for future investigations.

Dana Milanovich Costar, OrgVitality LLC, David W. Bracken, DWBracken & Associates, *Improving the Feedback Experience Within Performance Management Using 360 Feedback*

Survey Co-Chair
Nicholas A. Smith, The Pennsylvania State University, Co-Chair
Larry R. Martinez, The Pennsylvania State University, Discussant
Thomas Sasso, University of Guelph, Rebecca Lee, University of Guelph, Cathy Gallagher-Louisy, Canadian Centre for Diversity and Inclusion, *Trans-Canada: Canadian Experiences of Minority Gender Identities*
Nicholas A. Smith, The Pennsylvania State University, Larry R. Martinez, The Pennsylvania State University, *Trans-cending Boundaries? Workplace Experiences Among Transgender Individuals*

Christian N. Thoroughgood, Northeastern University, Katina Sawyer, Villanova University, Jennica R. Webster, Marquette University, *Contagious Opposition: The Impact of Courage on Transgender Employee Outcomes*

Robert M. Bickmeier, University of North Carolina Charlotte, Enrica N. Ruggs, University of North Carolina at Charlotte, *Validation of a Measure of Attitudes Toward Transgender Individuals*

Submitter: Larry R. Martinez, martinez@psu.edu

273. Panel Discussion: 8:30AM-9:50AM  
Analytics – A Uniquely I-O Perspective

As big data and analytics movements evolve, data scientists from various disciplines are producing data driven insights about human capital. The purpose of this panel is to discuss how I-Os can help establish analytics programs within their organizations while collaborating as well as differentiating themselves from data scientists.

Andrew Martins, PepsiCo, Co-Chair
Laura Engel, PepsiCo, Co-Chair
Richard J. Chambers, II, PepsiCo, Panelist
Garet N. Howardson, Hofstra University, Panelist
Michael R. Kemp, Development Dimensions International (DDI), Panelist
David Morgan, Facebook, Inc., Panelist

Submitter: Richard J. Chambers, II, richchambersii@gmail.com

274. Poster Session: 9:00AM-9:50AM  
Ballroom A-E

**Work and Family**

274-1 The Relationship Between Illegitimate Work Tasks and Family Life Spillover

This study explores illegitimate tasks' role in work–family conflict and work–family enrichment. Indian and U.S. employees were surveyed at 2 time points. Multigroup structural equation modeling findings indicate that the links between illegitimate tasks and work-to-family outcomes vary by nation, with only the U.S. supporting the theoretical model.

Shujaat F. Ahmed, Illinois Institute of Technology
Erin Eatough, Baruch College & The Graduate Center, CUNY
Submitter: Shujaat F. Ahmed, sahmed22@iit.edu

274-2 Telepressure and College Student Employment: Costs of Staying Connected

Telepressure is the preoccupation and urge to respond quickly to message-based communications from others. Student telepressure early in the semester predicted burnout, perceived stress, and poor sleep hygiene over 1 month later. Moreover, telepressure was more strongly related to negative outcomes among employed students compared to unemployed students.

Larissa K. Barber, Northern Illinois University
Alecia M. Santuzzi, Northern Illinois University
Submitter: Larissa K. Barber, lbarber@niu.edu

274-3 Beneficial Work–Life Spillover: The Importance of Family-Supportive Supervisors on Engagement

The study asserts that family-supportive supervisor behaviors (FSSB) positively impact engagement through work–life enrichment (WLE). The impact of employee–coworker value congruence moderated the FSSB–WLE relationship. Data showed that WLE partially mediated the FSSB–engagement relationship. Results provide implications for supervisors attempting to increase engagement in employees through work–life role enhancement.

Cody J. Bok, University of Houston
Alec B. Nordan, University of Houston
Allison M. Boyes, University of Houston
Linda A. Sublett, University of Houston
Kara Polk, University of Houston
Submitter: Cody J. Bok, cjbjok@uh.edu

274-4 Applying the Job Demands–Resources Model to the Work–School Interface
Using the job demands–resources model, this poster investigated conflict and facilitation from work to school as mediators of the relationships between job characteristics and indicators of well-being. Findings indicate partial support of this extension; work-to-school conflict and facilitation fully or partially mediated relationships between job characteristics and indicators of well-being.

Anna Brown, Central Michigan University
Rose Fonseca, University of Tulsa
Jennifer M. Ragsdale, University of Tulsa
Submitter: Anna Brown, brown5ae@cmich.edu

274-5 A Self-Determination View of Work–Family Balance
Scholars have put forth several ideas about what constitutes work–family balance with no agreed upon definition. This poster tests the idea that people form perceptions of work–family balance based on a sense of need fulfillment. Results suggest that work-specific need fulfillment incrementally predicts balance above role effectiveness or satisfaction.

Michael J. Covell, The Graduate Center and Baruch College, CUNY
Kristen M. Shockley, Baruch College & The Graduate Center, CUNY
Submitter: Kristen M. Shockley, kristen.shockley@baruch.cuny.edu

274-6 Disentangling Causal Literature Surrounding the Motherhood Penalty and Fatherhood Bonus
This study examined 2 competing hypotheses to better understand 1 of the mechanisms driving the motherhood penalty and fatherhood bonus. Results were largely supportive of 1 perspective over the other.

Jill Douek, The Graduate Center & Baruch College, CUNY
Kristen M. Shockley, Baruch College & The Graduate Center, CUNY
Submitter: Jill Douek, jill.douek@baruch.cuny.edu

274-7 Job-Demands and Family-Demands Resources Model: The Relation of Couple Crossover
This study proposes that the bidirectional relationship that is discussed in the W-HR and JD-R models, as well as the crossover effects between spouses based on the JD-R model, should also be found in parallel processes in the family domain.

Laura Fletcher, George Mason University
Lois E. Tetrck, George Mason University
Qikun Niu, George Mason University
Submitter: Laura Fletcher, lfletch5@gmu.edu

274-8 Preoccupation With Work: Job Involvement, Psychological Detachment, and Job Performance
Although job involvement has been positively associated with performance, highly involved employees may be more susceptible to performance detriments if recovery is not achieved. This study investigates the extent to which people detach from work as a moderator of the job involvement–performance relationships.

Rose Fonseca, University of Tulsa
Jennifer M. Ragsdale, University of Tulsa
Submitter: Rose Fonseca, roseca361@gmail.com

274-9 Demand Incongruence and Nonwork Activities
This poster reconceptualized nonwork activities based on their demands and examined differences in stress and fatigue when work was congruent (or incongruent) with the demands of nonwork activities. When employees engaged in nonwork activities that were incongruent with the demands of their work, they were less stressed.

Rose Fonseca, University of Tulsa
Jennifer M. Ragsdale, University of Tulsa
Submitter: Rose Fonseca, roseca361@gmail.com

274-10 A Measure of Shift Flextime Availability, Use, and Consequences
This study describes the development and validation of a flexible work arrangements scale designed for use with shift workers. Results of multiple CFAs support the proposed 4-factor structure. Patterns of relationships with similar and unrelated constructs emerged as expected, providing initial evidence of scale validity.

Kimberly A. French, University of South Florida
Mark D. Agars, California State University-San Bernardino
Maryana Avan, University of South Florida
Submitter: Kimberly A. French, KFrench0429@gmail.com

274-11 Work–Family Challenges of Parents of Children With Autism Spectrum Disorders
This study explores how behaviors exhibited by children with autism spectrum disorders (ASDs) impact the child’s employed parent. Data from 134 working parents of children with an ASD revealed that challenge behaviors are associated with greater work tardiness, which relates to family-to-work conflict, work overload, and ultimately parental psychological distress.

Ann H. Huffman, Northern Arizona University
Andrew W. Gardner, Northern Arizona University
Jaime B. Henning, Eastern Kentucky University
Satori S. Culbertson, Kansas State University
Zach P. Klinefelter, Northern Arizona University
Submitter: Ann H. Huffman, ann.huffman@nau.edu

274-12 Work–Family Conflict, Fairness, Family Cohesion, and Well-Being: A Dyadic Approach
A family systems approach was used to examine the extent to which perceived family fairness and cohesion mediate processes between work–family conflict and well-being. Results partially supported the contention that employee work–family conflict is related to employee and spouse perceptions fairness in division of family labor, cohesion, and psychological distress.

Ann H. Huffman, Northern Arizona University
Russell A. Matthews, Bowling Green State University
Louis Irving, Northern Arizona University
Sayer-Jane Vermeier, Northern Arizona University
Corbin Jountti, Northern Arizona University
Submitter: Ann H. Huffman, ann.huffman@nau.edu

274-13 Antecedents and Consequences of Work–School Domain Conflict
Despite the growing number of employed students and potential negative consequences of multiple role management, the topic of work–school domain conflicts is still understudied. This study investigated novel antecedents and consequences of work–school domain conflicts. The results suggest that job supervisor injustice and academic demands are antecedents of work–school domain conflicts.

SoJung Kim, University at Albany, SUNY
Eunae Cho, Nanyang Technological University
Submitter: SoJung Kim, sojungkim917@gmail.com

274-14 Using O*NET to Create an Occupational Family-Friendliness Index
Past research on family-friendly work has largely focused on family friendliness at the supervisor or organization level. This study uses O*NET data to propose and develop an index of family friendliness at the occupational level. The index was then validated using an existing work–family dataset.

Eric Knudsen, The Graduate Center & Baruch College, CUNY
Kristen M. Shockley, Baruch College & The Graduate Center, CUNY
Ryan C. Johnson, Ohio University
Erin Eatough, Baruch College & The Graduate Center, CUNY
Submitter: Ryan C. Johnson, rjohnson4@ohio.edu

274-15 Why the Mere Availability of Telecommuting Matters
Results from a three-wave longitudinal study carried out over 10 months showed that individuals who work in organizations that offer telecommuting are more engaged. Furthermore, telecommuting availability indirectly predicted engagement via goal support and attainment. Individuals who attain their personal work goals maintain higher levels of engagement.

Aline D. Masuda, EADA Business School
Claudia Holtzschlag, University of Barcelona
Jessica M. Nicklin, University of Hartford
Submitter: Aline D. Masuda, amasuda@eada.edu
274-16 Family Supportive Coworker Behaviors: A Qualitative Investigation

Employee experiences of family-supportive coworker behaviors (FSCBs) were investigated inductively. Results from 22 interviews identified 5 higher-order categories of FSCBs. These results could inform the development of a measure that would explain more variance in employees' work–family outcomes, beyond that provided by general measures of coworker support.

Alicia McMullan, University of Ottawa
Laurent M. Lapierre, University of Ottawa
Yanhong Li, University of Ottawa
Submitter: Alicia McMullan, alleymcmullan@gmail.com

274-17 When Coworkers Voice Work–Family Management Ideas: Implications for Work–Family Balance

This study investigated the potential benefits of family supportive coworker voice behavior. Results from 2 studies suggest that employees whose coworkers display this behavior experience greater work–family balance, supporting the idea that coworkers can act in proactive ways to help each other more effectively juggle work and family demands.

Alicia McMullan, University of Ottawa
Laurent M. Lapierre, University of Ottawa
Submitter: Alicia McMullan, alleymcmullan@gmail.com

274-18 Interpersonal Capitalization as a Mediator of Boundary Preference and Enrichment

In a study of 244 human service workers, it was found that individuals with a preference toward integration were more likely to share positive events with significant others at work and at home, which in turn lead to greater work–family enrichment. Implications for theory and practice are discussed.

Laurel McNall, The College at Brockport
Lindsay Scott, SUNY Brockport
Jessica M. Nicklin, University of Hartford
Submitter: Laurel A. McNall, lcmnall@brockport.edu

274-19 Employee–Coworker Value Congruence: The Effects on Work–Life Conflict Outcomes

This poster examined a model in which employee–coworker value congruence is related to burnout and turnover through the serial mediation of family-supportive workgroup perceptions and work–life conflict. Results support the serial mediation model and show the moderating effects of family-supportive supervisor behaviors on perceptions of workgroup support.

Alec B. Nordan, University of Houston
Lisa W. Sublett, University of Houston
Cody J. Bok, University of Houston
Allison M. Boyes, University of Houston
Zach K. Taylor, Texas A&M University
Submitter: Alec B. Nordan, alec.nordan@gmail.com

274-20 Parental Work–Family Conflict and Child Health

With data from 148 children and their parents, it was found that parent's work–family conflict is negatively related to child health through its influence on parent's willpower, and the relationship is moderated by work-related factors, such as job autonomy, job demands, family-supportive organizational perception, and decision authority.

Eugene Agbofo Olu, Lagos Business School
Jing Zhang, University of Houston
Anne A. Oseuzua, Institute for Work and Family Integration (IWF)
Candice L. Thomas, University of Houston
Christiane Spitzmueller, University of Houston
Submitter: Eugene Agbofo Olu, eolu@ibs.edu.ng


This poster examined the relationship between work–life balance psychological capital (WLB PsyCap) and work–family outcomes. WLB PsyCap significantly related to work–family balance and enrichment; moreover, it predicted incremental variance in these outcomes above happiness and positive affect. Results provide preliminary support for WLB PsyCap as a meta-construct.

Sadie K. O'Neill, University of West Florida
Valerie J. Morganson, University of West Florida
Submitter: Sadie K. O'Neill, ske6@students.uwf.edu

274-22 Work–Family Conflict and Turnover Intent: A Moderated Mediation Model

Although work–family conflict has received much attention in the literature, researchers have largely ignored individual differences in the process through which work–family conflict influences turnover. The purpose of this paper is to examine the role of resilience in the work–family conflict-to-turnover intent relationship.

Lisa S. Paik, Ohio University
Mohsin Sultan, Ohio University
Ryan C. Johnson, Ohio University
Submitter: Lisa S. Paik, lpak2@gmail.com

274-23 Work–Life Boundary Management in the Age of Constant Availability

Drawing on data from 291 employees, this study examines antecedents and outcomes of individuals’ boundary management behavior. Findings indicate that others’ availability expectations influence boundary management beyond individuals’ availability preferences. Furthermore, work–life segmentation and life–work segmentation show asymmetric effects on life balance, which in turn predicts exhaustion and performance.

Kathrin Reinke, Technische Universität Darmstadt
Gisela Bieling, Technische Universität Darmstadt
Ruth M. Stock-Homburg, Technische Universität Darmstadt
Submitter: Ruth M. Stock-Homburg, rsh@stock-homburg.de

274-24 Interpersonal Conflict, Acculturation, and Work-to-family Conflict Among Chinese Immigrants

This study examined the mediation effects of work-to-family conflict between interpersonal conflict at work and well-being, and the moderation effects of acculturation, among 264 Chinese immigrants in New Zealand over 2 time periods. Strain-based work-to-family conflict had significantly mediating effects, suggesting that conflict has detrimental outcomes. Acculturation showed no moderating effects.

Sudong Shang, University of Waikato
Michael P. O’Driscoll, University of Waikato
Maree Roche, University of Waikato
Submitter: Sudong Shang, sudongshang@gmail.com

274-25 Telework Intensity: Its Effects on Work Outcomes and Psychological Variables

This poster examined the effects of telework intensity on work outcomes and on psychological variables that may explain the effects of telecommuting. Data were gathered from teleworkers and their supervisors. Most of the study's hypotheses received support. For example, telework intensity was linked to professional isolation.

Maria A. Spilker, North Highland
James A. Breaugh, University of Missouri-St Louis
Submitter: James A. Breaugh, jbreauh@umsl.edu

274-26 Consequences and Antecedents of Positive and Negative Work-Related Conversations

This diary study examined the relationship between interpersonal work experiences, work-related conversations during leisure time, and affect at home. Within persons, positive work-related conversations predicted positive affect, while negative work-related conversations predicted negative affect. Interpersonal work experiences predicted work-related conversations within and between persons.

Stephanie Tremmel, University of Mannheim
Sabine Sonnentag, University of Mannheim
Anne Casper, University of Mannheim
Submitter: Stephanie Tremmel, stephanie.tremmel@uni-mannheim.de

274-27 Retaining Volunteers: Meaningfulness as a Personal Resource for Employed Mothers

This study utilized the JD-R model to examine work-to-volunteer conflict as a predictor of volunteer intentions to quit through burnout in a sample of working mother volunteers. Meaningfulness was found to moderate...
the indirect effect of work-to-volunteer conflict on intentions to quit volunteering through experienced burnout.

Sheridan B. Trent, University of Nebraska-Omaha
Lisa Leahy Scherer, University of Nebraska-Omaha
Joseph A. Allen, University of Nebraska-Omaha
Submitter: Sheridan B. Trent, strent@unomaha.edu

274-28 Attitudinal Trends Toward Working Women and Mothers
This study examined the attitudes of women and men toward working women and mothers over 4 decades using nationally representative survey data. Findings indicate that men’s attitudes have become more progressive toward working women but have maintained a more conservative bias toward working mothers.

Karyn A. Warner, Louisiana State University
Alex P. Lindsey, George Mason University
Eden B. King, George Mason University
Submitter: Karyn A. Warner, karynwammer@yahoo.com

274-29 Gender Bias in the Measurement of Workaholism
Based on traditional gender role expectations, it is proposed that gender differences in workaholism may be contaminated by differences in how men and women respond to items. Using item response theory, this study shows that women are less likely to affirm some items, masking differences suggesting women are higher in workaholism than men.

Rachel L. Williamson, University of Georgia
Angela A. Beiler-May, University of Georgia
Malissa A. Clark, University of Georgia
Nathan T. Carter, University of Georgia
Submitter: Rachel L. Williamson, will2493@uga.edu

274-30 Managing Work and Life: The Effect of Framing
This study examined the effect of framing on work–life management for multiple role demands. In an unprompted situation, looking for joy, seeking enrichment, managing role conflict, adopting a learning orientation, and seeking balance were related to work–life satisfaction. When frames were specified, participants told to seek balance reported lower satisfaction.

Paul R. Yost, Seattle Pacific University
Hilary G. Roche, Seattle Pacific University
Amy D. Nagley, Seattle Pacific University
Teanna S. Blees, Seattle Pacific University
Matthew S. Magill, Seattle Pacific University
Katie Kirkpatrick-Husk, Seattle Pacific University
Submitter: Matthew S. Magill, magillm@spu.edu

275. Special Events: 9:00AM-9:50AM
Alliance Special Session: I-O Psychology at the Vanguard of Decent Work: Impact at the Communal, Societal and International Levels
This session spans three different continents to showcase the distinct impact that I-O psychology can have on communities. Topics include poverty reduction in Nicaragua, informal work in Southeast Asia, stress in Greek workers, and culture change in the UK government.

Rosalind H. Searle, Coventry University, Chair
Virginia E. Schein, Gettysburg College, Panelist
Mahima Saxena, Illinois Institute of Technology, Panelist
Ritsa Ventouratos-Fotinatos, The American College of Greece, Panelist
Jo Silvester, Case Business School, Panelist
Submitter: Rosalind H. Searle, rosalind.searle@btpopenworld.com

276. Special Events: 9:00AM-9:50AM
Distinguished Scientific Contributions Award: Contrarian Thoughts and Attention to Phenomena: A Scientific Journey
Suggestions for fledgling scientists in I-O psychology and management: Use contrarian thoughts that go counter to the current scientific consensus. Attend to phenomena and understand the object/subject of your studies in detail and de-novo, independent from current theories and measurement conventions. Using both may help advance a scientific journey.

Daniel R. Ilgen, Michigan State University, Host
Michael Frese, NUS Business School, Presenter
Submitter: Daniel R. Ilgen, ilgen@msu.edu

277. Special Events: 9:00AM-9:50AM
Invited Session: Teaching I-O Psychology: Tips, Tricks, and Pitfalls to IGNITE Learning
Presenters share their insights on teaching I-O psychology. Participants will provide quick tips about teaching methods and ideas they have developed and learned along that engage students and foster learning. Join us as we learn new tips and are reminded about the joys of teaching and power of learning.

Enrica N. Ruggs, University of North Carolina at Charlotte, Chair
Amy E. Crook, Belmont University, Co-Chair
Joseph A. Allen, University of Nebraska at Omaha, Presenter
Jose M. Cortina, George Mason University, Presenter
Marcus W. Dickson, Wayne State University, Presenter
Allison L. O'Malley, Butler University, Presenter
Jason Randall, University at Albany, SUNY, Presenter
Submitter: Enrica N. Ruggs, eruggs@unc.edu

278. Symposium/Forum: 9:00AM-9:50AM
Cradle to Grave: Practical Considerations in the Lifecycle of Selection
The viability of assessments requires that considerations beyond initial validation be part of the life-cycle planning process. This symposium focuses on these practical considerations including test development approach, test use and maintenance, and test retirement.

Amanda D. Allen, Edison Electric Institute, Chair
Liberty J. Munson, Microsoft, Managing Change in Exam Development and Maintenance: Microsoft's Journey
D. Matthew Tripple, HumRRO, Test Obsolescence and Technology: Holding the JELL-O® on the Wall
Jennifer L. Geimer, CEB, Finn Allen, CEB, Chris Coughlin, CEB, Practical and Commercial Considerations in the Life Cycle of Simulations
Submitter: Amanda D. Allen, volvodrvr2@hotmail.com

279. Poster Session: 10:30AM-11:20AM
Interpersonal Implications of Religious Identity Management in Selection
This study explores the interpersonal implications of religious identity revealing and passing behaviors. In this experiment with hiring managers, the effects of revealing behaviors on positive interpersonal reactions are explained by enhanced liking and trust as well as reduced awkwardness.

Afra S. Ahmad, George Mason University
Alex P. Lindsey, George Mason University
Eden B. King, George Mason University
Isaac E. Sabat, George Mason University
Rachel Trump, Rice University
Kathleen R. Keeler, George Mason University
Submitter: Afra S. Ahmad, afra.saeed.ahmad@gmail.com

279-2 Composition and Compensation: How Racial Stigma-by-Association Affects Salaries
Despite considerable focus on employee compensation, scholars largely have ignored the impact of group demographic composition on individual salaries. This poster develops and tests a model of racial stigma-by-association in 2 distinct samples. Though individual compensation related negatively to the proportion of Black coworkers, individual or team success attenuated this effect.

Derek R. Avery, Wake Forest University
Douglas A. Franklin, Temple University
Jalen F. Blot, Temple University
Marjani Edwards, Temple University
A. L. Witt, University of Houston
Submitter: Derek R. Avery, averdydr@wfu.edu
279-3 Ask and You Shall Receive? Reactions to Religious Accommodation Requests

This poster manipulated religious or secular accommodation requests from Muslim or Christian employees in a vignette study. Participants were generally more prejudiced toward the employees requesting religious accommodation. However, right-wing authoritarianism qualified reactions toward the request depending on whether it came from a Muslim or Christian employee.

Saba Butt, The College of New Jersey
Katharine Hansel, The College of New Jersey
Jason Dahling, The College of New Jersey
Alexa Migton, The College of New Jersey
Submitter: Jason Dahling, dahling@tcnj.edu

279-4 Work Group Inclusion: Scale Validation and Relationship To Outcomes

Using 3 samples (including 1 with multisource data), this study developed a 10-item measure of work group inclusion with 2 subscales measuring belongingness and uniqueness, based on the theoretical work of Shore et al. (2011). Results also provide evidence that inclusion has important implications for individuals and organizations.

Beth G. Chung, San Diego State University
Karen Holcombe Ehrhart, San Diego State University
Lynn M. Shore, Colorado State University
Amy E. Randle, San Diego State University
Michelle A. Dean, San Diego State University
Uma Kedarnath, University of Wisconsin
Submitter: Beth G. Chung, beth.chung@sdsu.edu

279-5 Inclusion Values, Inclusion Practices, and Intellectual Capital Predicting Organizational Outcomes

In a study of 82 organizations, inclusion values were significantly related to inclusion practices, which significantly related to attracting/retaining employees and product quality/development. Intellectual capital moderated relationships between inclusion practices and outcomes such that practices played a greater role in augmenting outcomes for organizations with lower levels of intellectual capital.

Beth G. Chung, San Diego State University
Michelle A. Dean, San Diego State University
Karen Holcombe Ehrhart, San Diego State University
Submitter: Michelle A. Dean, michelle.dean@sdsu.edu

279-6 Effects of Strategic Climates and Process Climates on Employee Outcomes

This study shows that service climate, safety climate and justice climate simultaneously have effects on employee job satisfaction, organizational commitment and helping behavior. It further shows that justice climate moderates the effect of service climate on helping behavior and the effect of safety climate on job satisfaction and organizational commitment.

Ashley Bin Ding, University of Lausanne
Joerg Dietz, University of Lausanne
S. Douglas Pugh, Virginia Commonwealth University
Submitter: Ashley Bin Ding, bin.ding@unil.ch

279-7 Implementation in Child Welfare: Leadership, Climate, Attitudes, and Citizenship Behavior

This study tests a multilevel mediation model to examine the relationship among team-level implementation leadership and implementation climate and individual-level implementation attitudes and implementation citizenship behavior. Results provide support for the indirect relationship between implementation leadership and both implementation attitudes and implementation citizenship behavior through implementation climate.

Mark G. Ehrhart, San Diego State University
Gregory A. Aarons, University of California, San Diego
Elisa M. Torres, University of California, San Diego
Natalie K. Finn, University of California, San Diego
Scott Roesch, San Diego State University
Submitter: Mark G. Ehrhart, mehrhart@mail.sdsu.edu

279-8 Transform or Conform? Exploring Transformational Leaders’ Influence on Minority Inclusion

Transformational leaders are argued to manage diversity by creating a shared organizational identity. When racial inequalities exist, these efforts may pressure minorities to conform, negatively affecting minorities’ inclusion and psychological well-being. Findings suggest diversity ideology may explain how transformational leaders foster identification without encouraging minority conformity.

Kerrin E. George, HumRRO
Submitter: Kerrin E. George, kgeorge0813@gmail.com

279-9 Dialectical Thinking and Fairness-Based Perspectives on Affirmative Action

It is proposed that dialectical thinking, a cognitive style associated with accepting inconsistencies in one’s environment, can mitigate negative reactions to affirmative action (AA) policies. Support was found for the proposition in 2 studies where the study measured (Study 1) and primed (Study 2) dialectical thinking.

Ivona Hideg, Wilfrid Laurier University
Lance Ferris, The Pennsylvania State University
Submitter: Ivona Hideg, ihideg@wlu.ca

279-10 Mediators of Relationships Between Perceived Underemployment and Outcomes Among Immigrants

This study examined psychological empowerment and perceived organizational support (POS) as potential mediators of the relationship between perceived underemployment and job attitudes among immigrant workers. Results showed that both psychological empowerment and POS partially mediated the relationship between perceived underemployment and job satisfaction, affective organizational commitment, and turnover intention.

Megumi Hosoda, San Jose State University
Cassandra Mori, San Jose State University
Michael West, San Jose State University
Submitter: Megumi Hosoda, megumi.hosoda@sjsu.edu

279-11 How Organizational Policies Influence the Likelihood of Reporting Sexual Harassment

This poster examined how the likelihood of reporting male-to-female sexual harassment was affected by (a) organizational policies around gender discrimination and (b) the severity of the harassment. Observers in the zero-tolerance policy condition were more likely to report moderate and severe harassment than those in the other 2 policy conditions.

Ryan Jacobson, Florida International University
Asia A. Eaton, Florida International University
Adam Zimmerman, Florida International University
Submitter: Ryan K. Jacobson, rljaco033@fiu.edu

279-12 An Examination of the Factors Underlying Occupation Based Stereotypes

This study provided an examination of the race and gender stereotypes associated with 30 unique occupations, in addition to testing predictors of occupation-based stereotypes. The researchers found that social dominance orientation, other group orientation, and both current and childhood location diversity predicted the race and gender associated with the occupations.

Kisha S. Jones, Pennsylvania State University
Kayla B. Weaver, Pennsylvania State University
Anuradha Anantharaman, Pennsylvania State University
Submitter: Kisha S. Jones, kisha.jones@psu.edu

279-13 Gender Uncensored: Perceptions of Transgender Job Candidates

This study examined how transgender individuals are evaluated in hiring contexts. Evaluations were related to transgender prejudice and endorsement of gender role stereotypes but no differences in assessments of fit, hiring recommendations, or salary recommendations based on whether an individual was presented as or perceived as transgender were found.

Aiyi Jweihan, Michigan State University
Emily A. Pacic, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Ann Marie Ryan, ryanan@msu.edu
279-14 The Influence of Psychosocial Safety Climate on Employees’ Personal Initiative 
A plethora of studies explains the role of psychosocial safety climate in enhancing employees’ motivation. Using hierarchical linear modeling (HLM), results revealed that personal development mediated the relationship between PSC and work engagement. It also showed work engagement mediated the relationship between personal development and personal initiative. 
Michelle C.C. Lee, Sunway University 
Submitter: Michelle Chin Chin Lee, michellel@sunway.edu.my

279-15 The Glass Cliff: Context and Method Matter 
Using the experimental method in an attempt to replicate the foundation of the glass cliff phenomenon (GCP), limited evidence was found for the “think crisis-think female” paradigm. Context and method need to be reconsidered for studies of the GCP. 
Jung-Jung Lee, California State University, San Bernardino 
Claudia Alvarado, California State University, San Bernardino 
Rachel Bravo, California State University, San Bernardino 
Janet L. Kottke, California State University, San Bernardino 
Kathie L. Pelletter, California State University, San Bernardino 
Submitter: Janet L. Kottke, jkottke@csusb.edu

279-16 Change-It-Up: Workgroup Culture Change and Workgroup Turnover 
This study is a longitudinal examination of workgroup culture and workgroup turnover. Data were collected across 4 years from 297 workgroups in a telecommunications organization. The impact of workgroup culture was examined on voluntary and involuntary turnover. Results suggest cultural momentum is an important predictor of voluntary turnover. 
Ariel Lelchock, Gettysburg College 
Benjamin Biermeier-Hanson, Radford University 
Levi R. Nieminen, Denison Consulting 
Submitter: Ariel Lelchock, alelchock@gmail.com

279-17 Misfit Versus Moral Outrage: Evaluations of Lesbian and Gay Leaders 
This poster examined whether leader gender and sexual orientation, individually or interactively, influence evaluations. Gay and lesbian leaders were viewed as more communal, which was positively related to leadership evaluations. However, evaluators were also more likely to feel moral outrage toward gay male leaders, leading to lower leadership evaluations. 
Fred G. Macoukji, IBM/USF 
Winny Shen, University of Waterloo 
Submitter: Fred G. Macoukji, FredMacoukji@mail.usf.edu

279-18 Religiosity, Buffering the Relation Between Discrimination and Negative Work Outcomes 
To deal with negative outcomes of discrimination, individuals use various resources to manage the impact that discrimination has on them. The present study examines religiosity as a resource for dealing with discrimination. Results indicate that religiosity moderates the relationship of discrimination on psychological outcomes but not behavioral outcomes of discrimination. 
Michelle Mullins, Wayne State University 
Daniel R. Krenn, Wayne State University 
Wyatt E. Stahl, Wayne State University 
Boris B. Baites, Wayne State University 
Submitter: Daniel R. Krenn, daniel.krenn@wayne.edu

279-19 Enhancing Attitudes Toward Diversity Training: Framing, Format, and Goal Orientation 
This experiment explored interactive effects of training features and individual differences in predicting reactions to diversity training descriptions. Learning goal orientation positively predicted pretraining attitudes toward diversity training. However, framing the training objective as skill development rather than discrimination avoidance enhanced pretraining attitudes among individuals with low learning goal orientation. 
Sonia L. Oakley, North Carolina State University 
Andrew Weedfall, North Carolina State University 
Samuel B. Pond, III, North Carolina State University 
Submitter: Sonia L. Oakley, sloakley@ncsu.edu

279-20 Diversity Climate: In the Midst of multicultural Programming and Harassment 
Universities implement multicultural programming to create welcome environments for minority students and employees and reduce incidents of harassment. This study found (a) minority stakeholders experience less harassment in a positive diversity climate, and (2) multicultural programming reduces incidents of harassment in the context of a positive diversity climate. 
Kristine J. Olson, Dixie State University 
Tahira M. Probst, Washington State University Vancouver 
Krista Burge, Dixie State University 
Dakota Child, Dixie State University 
Submitter: Kristine J. Olson, kristine.j.olson@gmail.com

279-21 Are You Man Enough to Do This Job? 
Little research has examined perceptions of homosexual job applicants. In this study, neither applicant sex nor sexual orientation impacted hiring or salary recommendations for a male-type job. Lesbians were perceived as more agentic than heterosexual women and gay men. Agency was a predictor of hiring and salary outcomes. 
Jodie L. Pyatt, Payless Shoesource 
Lynn K. Bartels, Southern Illinois University-Edwardsville 
Submitter: Lynn K. Bartels, lbartel@siue.edu

279-22 Managers at Iconic Companies Are More Likely to Derail 
Derailing traits and cognitive styles of managers at large iconic American companies were compared to those of managers at more recently founded companies using a database containing 18,065 managers. Employees at iconic companies had significantly higher levels of derailing traits and lower levels of creativity, vision and thinking agility. 
King Yi Tang, Korn Ferry 
Allen P. Goebli, University of Minnesota 
Evelyn Orr, Korn Ferry 
Submitter: Allen P. Goebli, Goebli005@umn.edu

279-23 Examining the Glass Cliff as a Model of Intersecting Identities 
The glass cliff refers to a greater preference for female rather than male leaders in times of crisis (Ryan & Haslam, 2005). The novelty of the glass cliff was attributed to a narrow gender perspective. This study explored the glass cliff as a complex, implicit processing model of intersecting identities. 
Ny Mia Tran, Muhlenberg College 
Nicole Carusone, University of Central Florida 
Submitter: Ny Mia Tran, sonymia@gmail.com

279-24 Differences Between Groups Are Often Overstated: A Theoretical/Quantitative Review. 
Organizational leaders are often exposed to claims of differences on psychological constructs (e.g., work attitudes, specific abilities, cultural variables) for different groups (e.g., gender, generations, cultures). A theoretical rationale for why people overstate group differences is presented, along with a quantitative review of differences, and an educational tool for managers. 
Lisa M. Votraw, U.S. Customs and Border Protection 
Jeffrey M. Cucina, U.S. Customs and Border Protection 
Submitter: Jeffrey M. Cucina, jccucina@gmail.com

279-25 Gender-Based Performance Gaps Among the Business School Elite 
Two studies investigated potential causes of women’s underperformance in an elite MBA program. It was found female underperformance occurs solely in technical, not social, subjects. The gender gap is mediated by differences in aptitudes and career interests, yet public assertiveness mediates too. Unlike assertiveness, private effort does not mediate. 
Aaron S. Wallen, Columbia University 
Michael Morris, Columbia University 
Beth A. Devine, INSEAD 
Guannan (Jackson) Lu, Columbia University 
Submitter: Aaron S. Wallen, aw2328@columbia.edu
279-26 Person–Corporate Social Responsibility Fit: Role of CSR in Fit
This study examined the role of perceived corporate social responsibility (P–CSR) in P–O fit. P–CSR fit captured additional variance (3.9 to 6%) beyond traditional P–O Fit dimensions for organizational outcomes: organizational commitment, organizational identity, job satisfaction, and organizational citizenship behaviors. However, expected moderations of social responsibility attitudes were not found.
Brittney Winters, California State University-San Bernardino
Janelle A. Gilbert, California State University-San Bernardino
Submitter: Janelle A. Gilbert, Janelle@CSUSB.edu

280. Debate: 10:30AM-11:20AM 203 A
Revolutionizing Performance Management: Industry Fad or Data-Driven Advancement?
In recent years, changes in traditional performance reviews have gained a lot of press. This panel of practitioners, consultants and academics will focus on what organizations are doing to enhance the effectiveness of their performance management processes and how warranted these changes are in the light of supporting data.
Maren Dollwet, DIRECTV, Chair
Linda S. Simon, DIRECTV, Moderator
Jennifer Jaffe, DIRECTV, Presenter
Gia Dirosa, PwC, Presenter
Stephen J. Vodanovich, University of West Florida, Presenter
Adam S. Kling, RHR International, Presenter
Submitter: Maren Dollwet, mdollwet@gmail.com

281. Master Tutorial: 10:30AM-11:50PM 201 A
Testing Mediation: The Endogeneity Problem and the Solution
Endogeneity in mediation threatens the validity of research findings. It occurs when the mediator is not exogenous (i.e., not manipulated), which is usual in most I-O research settings. In such instances, using typical methods (e.g., Baron-Kenny, Preacher-Hayes) yields incorrect parameter estimates. This tutorial will show how instrumental-variable estimation recovers correct parameters.
John Antonakis, University of Lausanne, Presenter
Submitter: John Antonakis, john.antonakis@unil.ch

282. Symposium/Forum: 10:30AM-11:50PM 201 B
The Power of Doing: Connecting Overqualification to Proactive Behaviors
Research has demonstrated that overqualification is related to a number of detrimental outcomes. Yet, overqualified employees may be able to proactively deal with this situation. This symposium will link research on overqualification with a variety of proactive behaviors, thus demonstrating the “power of doing” for overqualified employees.
Maike E. Debus, University of Zurich, Chair
Mo Wang, University of Florida, Discussant
Maike E. Debus, University of Zurich, Christian Gross, Universität Zürich, Martin Kleinmann, University of Zurich, The Power of Autonomy and Job Crafting for Overqualified Individuals
Soner Dumani, American Institutes for Research, Tammy D. Allen, University of South Florida, Pablo Ignacio Escobedo, IIESE Business School, Revisiting Overqualification and Employee Well-Being: The Role of Crafting Activities Danielle R. Wald, The Graduate Center & Baruch College, CUNY, Erin Eatonough, Baruch College & The Graduate Center, CUNY, Soner Dumani, American Institutes for Research, Jason D. Way, ACT, Inc., Jenna-Lyn R. Roman, Baruch College, CUNY, Overqualification and the Search for Vocational Identity
Submitter: Maike E. Debus, m.debus@psychologie.uzh.ch

283. Symposium/Forum: 10:30AM-11:50PM 201 C
Long-Duration Intact Teams: Organizational Lessons From Spaceflight
Spaceflight teams offer a unique context in which I-O psychology research is pushed to new boundaries. This symposium offers updates on the latest research findings from NASA teams researchers, and the presenters will discuss the implications and applicability of new knowledge, measures, and technologies to all organizations.
Lauren Blackwell Landon, NASA-Wyle, Chair
Laura Bollweg, NASA, Co-Chair
Kelley J. Slack, NASA-Wyle/University of Houston, Selecting Astronauts and Composing Crews: Lessons Applicable to Earth-Bound Organizations
Jamie D. Barrett, NASA-Wyle, Team Skills Training: Evidence From Spaceflight and Ground Teams
William B. Vessey, NASA-Wyle, Review of Team Emergent States in Spaceflight and Spaceflight Analogs:
Submitter: Lauren Blackwell Landon, lauren.landon@nasa.gov

284. Panel Discussion: 10:30AM-11:50PM 201 D
Assessment in the Digital Age: When Candidates Go Mobile
This session will discuss current issues in using mobile devices to conduct candidate assessments. Research examining demographic differences and other outcomes will be discussed. Relationships between candidates’ social media usage and personality will be explored. Finally, mobile usage trends in emerging markets will be explored.
Mark S. Urban, Right Management, Chair
Jennifer E. Lowe, Hogan Assessment Systems, Panelist
Melinda Scheuer, Sears Holdings Corporation, Panelist
John F. Skinner, Sears Holdings Corporation, Panelist
Steven T. Hunt, SAP SuccessFactors, Panelist
Pradnya Parasher, Sierra Alta Consulting, Panelist
Submitter: Mark S. Urban, mark.surban@netzero.net

286. Symposium/Forum: 10:30AM-11:50PM 203 B
Exciting New Adventures in Thurstonian Measurement for Self-Report Data
This symposium presents advances in self-report measurement using item response theory and Thurstonian measurement. The authors discuss new ways of how respondents actually interpret and respond to self-report items, compare and contrast methods for constructing forced-choice measures of personality, and delve into measuring self-report constructs such as engagement and extraversion.
Nathan T. Carter, University of Georgia, Chair
Rachel L. Williamson, University of Georgia, Co-Chair
Rachel T. King, Developmental Dimensions International (DDI), Co-Chair
Olexander Chernyshenko, Nanyang Technological University, Discussant
Matthew L. LaPalme, University of Central Florida, Wei Wang, University of Central Florida, Louis Tay, Purdue University, Within-Person Evidence and Boundaries of Ideal Responding
Phileose L. Lee, University of South Florida, Stephen Stark, University of South Florida, Sunhee Lee, Chungnam National University, Kyung-Ok Lee, Chungnam National University, Comparing Scoring Approaches for a Multidimensional Forced Choice Personality Measure
Michael M. DeNunzio, The Graduate Center & Baruch College, CUNY, Loren J. Naidoo, Baruch College & The Graduate Center, CUNY, Construction of an Ideal-Point Engagement Measure
Rachel L. Williamson, University of Georgia, Nathan T. Carter, University of Georgia, The Development of Ideal Point Measures of Extraversion Facets
Submitter: Rachel L. Williamson, will2493@uga.edu

287. Alternative Session Type: 10:30AM-11:50PM 204 A
IGNITE Your Career
Twelve early career and seasoned professionals will share their experiences and knowledge of topics important to early career I-O professionals. Each presenter will address a topic related to early career issues. The format will include 12 IGNITE speakers, interactive panel discussion, and a networking opportunity.
Amber L. Smittick, Hogan Assessment Systems, Co-Chair
Victoria J. Smoak, PepsiCo, Inc. Co-Chair
Laura C. Lomeli, Walmart, Co-Chair
Johanna E. Johnson, Clemson University, Presenter
Joselito C. Lualhati, Global Skills X-Change, Presenter
Aaron J. Kraus, Liberty Mutual Insurance, Presenter
Kathakali Sirrar, SRA International, Presenter
Patricia E. Grabarek, Infor Talent Science, Presenter
Nicole M. Gintner, NuVasive, Presenter
288. Debate: 10:30AM-11:50PM 204 B
Work–Family Debate: Better to “Lean In” or “Lean On” Organizations/Government?
Recent popular press publications have spurred a national conversation about the best methods for helping employees achieve fulfilling work and personal lives. In this session, academics and practitioners with expertise in the work–life area debate the relative merits of 2 perspectives for change: individual initiative or organizational/governmental intervention.
Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Moderator
Tammy D. Allen, University of South Florida, Presenter
Lisa M. Leslie, New York University, Presenter
Adam J. Massman, Rockwell Collins, Presenter
Angela K. Pratt, The Kellogg Company, Presenter
Submitter: Kristen M. Shockley, kristen.shockley@baruch.cuny.edu

290. Panel Discussion: 10:30AM-11:50PM 205 A
Candidate Experience: Why It Matters and What You Can Do
As the war for talent grows, pressure builds to provide an exceptional candidate experience. With technological advances, it is possible to design an applicant process that engages candidates like never before. Experts discuss the candidate experience and what they are doing to ensure the success of the selection process.
Jenna C. Cox, IBM, Chair
Erica L. Hauck, PepsiCo/Frito-Lay, Panelist
Adam W. Hilliard, Walmart, Panelist
Joseph P. Murphy, Shaker, Panelist
Karen O. Moriarty, Kenexa, an IBM Company, Panelist
Jill Mowry Strange, Infor, Panelist
Submitter: Amanda Klabzuba, shipman.amanda@gmail.com

291. Symposium/Forum: 10:30AM-11:50PM 205 B
Novel Directions in Sleep and Leadership Research
This symposium focuses on novel research related to sleep and leadership behaviors, including charismatic leadership, family-supportive supervision, and self-leadership. Using a variety of methodologies and unique samples, the 4 papers in this symposium expose a dynamic relationship between sleep and these leadership behaviors.
Alexandra Henderson, Bowling Green State University, Co-Chair
Larissa K. Barber, Northern Illinois University, Co-Chair
Christopher M. Barnes, University of Washington, Cristiano Guarana, University of Virginia, Shazia Nauman, Lahore Leads University, Dejun Tony Kong, University of Houston, Bauer College of Business, Sleep Deprivation and Charismatic Leadership
Lenka Duranova, University of Kassel, Antje Schmitt, University of Kassel, Johanna Braukmann, University of Kassel, Sandra Oth, University of Kassel, Examining the Mechanism of Supervisory Behavior
Brittnie Shepherd, Portland State University, Charlotte Fritz, Portland State University, Frankie Guros, Portland State University, Leslie B. Hammer, Oregon Health & Science University, David Meier, The Institute for Learning Innovation, Family-Supportive Supervisor Behavior: Implications for Recovery Experiences and Sleep
Alexandra Henderson, Bowling Green State University, Russell A. Matthews, Bowling Green State University, Lucy English, Horizons Workforce Consulting, Sleep and Proactive Behavior: Sleepy Workers are Compliant Workers
Submitter: Larissa K. Barber, lbarber@niu.edu

292. Panel Discussion: 10:30AM-11:50PM 206 A
Implications of Revisions to FLSA Exemptions for Organizations and Employees
The DOL recently announced a proposal to revise criteria for FLSA exemptions. The proposed changes will greatly impact many U.S. companies and workers, resulting in millions of workers being reclassified to hourly employees. The diverse expert panel discusses the changes and their anticipated impact on employees, employers, and I-O psychologists.
Cristina G. Banks, Lamorinda Consulting LLC, Chair
Chester Harvey, Berkeley Research Group, LLC, Panelist
Luciana O’Brien, Zendro USA Corporation, Panelist
Juan I. Sanchez, Florida International University, Panelist
Nancy A. Woolever, Society for Human Resource Management, Panelist
Submitter: Chester Harvey, chanvey@thinkbrg.com

293. Roundtable/Conversation Hour: 10:30AM-11:50PM 207 A
Qualitative Methods for I-O Psychology Graduate Research
This roundtable strives to create discussion among graduate advisors and students who want to use qualitative research methods in their projects. The facilitators aim to challenge researchers to think outside the box and talk about issues like the need for approaching graduate research from different epistemological paradigms and qualitative methodologies.
Tine Koehler, The University of Melbourne, Host
M. Gloria Gonzalez-Morales, University of Guelph, Host
Submitter: M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca

294. Master Tutorial: 10:30AM-11:50PM 207 B
Introduction to Reproducible Research Using R, RStudio, and R Markdown
This interactive session will serve as an introduction to the process of creating reproducible research by embedding data, analysis code, output, and other details of a research study directly into the research document itself. An example study will be used to demonstrate how to create a reproducible research document.
Frederick R. Stilson R. Stilson, ForstPerson, Presenter
Submitter: Frederick R. Stilson, robstilson@gmail.com
See pp. 6-7 for CE info

295. Panel Discussion: 10:30AM-11:50PM 207 C
Getting From “Rank And Yank” to Enabling Employee Performance
This panel will discuss research and practical insights from practitioners on how performance management can facilitate the growth and development of employees. Topics will include insights on and challenges facing successful organizational feedback processes, as well as how organizations can cultivate individual capability to give and receive feedback.
Anuradha Ramesh, Google, Chair
Aiwa Shirako, Google, Co-Chair
Claire N. White, TIAA-CREF, Panelist
Manuel London, SUNY-Stony Brook, Panelist
Scott M. Smith, Duke Energy, Panelist
Marc Effron, Talent Strategy Group, Panelist
Lucia Guillory, Yahoo, Panelist
Submitter: Anuradha Ramesh, anuramesh@gmail.com

296. Symposium/Forum: 10:30AM-11:50PM 207 D
Exploring the Psychometric Properties of Personality Derailed Scales
Despite an increasing interest in personality detailers, there remains little consensus over their structure and measurement. This session seeks to help fill this gap by presenting results from research efforts focused on measurement issues relating to personality detailers. The focus is on the
measurement and psychometric properties of derailment scales.

Jeff Foster, Hogan Assessment Systems, Co-Chair
Rainer H. Kurz, Cubiks, Discussant
Dave Bartram, CEB, Predicting Leadership Derailment Behaviors
James Bywater, Talent Q, Emma Stirling, Talent Q, Predicting Derailment Through Alternative Means

Jeff Foster, Hogan Assessment Systems, Blaine H. Gaddis, Hogan Assessment Systems, Dan V. Simonet, Montclair State University, The Factor Structure of Personality Derailers

Submitter: Jeff Foster, jfoster@hoganassessments.com

297. Symposium/Forum: 10:30AM-11:50PM 303 A
Develop Me! Novel Approaches to Enhance Leadership
Billions of dollars are invested annually on leadership development programs; however, companies continue to report a lack of leadership skills among their employees (Schwartz et al., 2014). This symposium addresses the need for better programs by discussing empirical research on novel development approaches and meta-analytic data on training success factors.

Christina N. Lacerenza, Rice University, Co-Chair
Kristin L. Cullen-Lester, Center for Creative Leadership, Co-Chair
Christina N. Lacerenza, Rice University, Denise L. Reyes, University of Central Florida, Shannon L. Marlow, Rice University, Eduardo Salas, Rice University, The Nuts and Bolts of Leadership Development: A Meta-Analytic Investigation
Kristin L. Cullen, Center for Creative Leadership, Meredith L. Woehler, University of Kentucky, Phil Willburn, Center for Creative Leadership, Network-Based Leader Development

Dana C. Verhoeven, Clemson University, Marissa L. Shuffler, Clemson University, William S. Kramer, Clemson University, Shawn Burke, University of Central Florida, Distrupt: A Novel Approach to Shared Leadership and Performance
Tiffany Cooper, Clemson University, Sharon Wilson, Greenville Health System, Marissa L. Shuffler, Clemson University, Organizational Culture Change Needs Through the Lens of Leadership Development

Submitter: Christina N. Lacerenza, clacerenza@gmail.com

298. Panel Discussion: 10:30AM-11:50PM 303 B
Messy Validation II: Practical Recommendations for Optimal Predictive Studies
Predictive validity studies are executed in less-than-ideal circumstances, posing challenges to I-O professionals tasked with demonstrating the value of selection and assessment tools. This panel will discuss considerations for designing and executing successful studies, reflecting on their individual past experiences, as well as their approaches to the same hypothetical client scenario.

Submitter: Megan L. Huth, mhuth@google.com

299. Panel Discussion: 10:30AM-11:50PM 303 C
Deceiving Prospective Employers: Across Selection Methods and in Cross-Cultural Contexts
This session will present recent advancements in applicant faking behavior research and implications and advice for organizations using assessments for pre-employment selection. Applicant faking will be addressed across different selection methods and in cross-cultural contexts.

Amy Gammon, Select International, Inc., Chair
John J. Donovan, Rider University, Panelist
Julia Levasheva, Kent State University, Panelist
Matthew S. O’Connell, Select International, Inc., Panelist
Cornelius J. König, Universität des Saarlandes, Panelist
Yumiko Mochinushi, Florida Institute of Technology, Panelist

Submitter: Amy Gammon, gammona@gmail.com

300. Panel Discussion: 10:30AM-11:50PM 303 D
Death by a Thousand Items: Challenges From Survey Fatigue
This panel will provide tangible examples of the impact survey fatigue can have on data collection and the subsequent analysis of that data. Topics will cover why survey fatigue is important for organizations to consider, what to do when it impacts your project, and how to proactively avoid survey fatigue.

Megan L. Huth, Google, Chair
Jeffrey Nabity, Google, Inc., Panelist
Victoria Hendrickson, OrgVitality, Panelist
Sarah R. Stoddart, Wayne State University, Panelist
Julia W. Howell, Johnson & Johnson, Panelist
Amber Fritsch, APTMetrics, Panelist
Marianna Horn, APTMetrics, Panelist

Submitter: Megan L. Huth, mhuth@google.com

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I/O vs. the Media: Who are Millennials, Anyway? (Panel)
Chair: Jerry Seibert (Metrus Group, Inc.) Panelists: Dr. Leslie A. Bethencourt (ESPN), Dr. Molly L. Delaney (Hay Group), Scott T. Gebhardt (Sirota), Carolyn Hill-Fotouhi (Merck & Co., Inc.), Dr. Prema Ratnasingam (Dell Inc.), Dr. Jolene L. Skinner (Sitel)
April 15, 2016 from 12:00 PM to 1:30 PM, Room 204 A

Jobs, Careers, and Callings: An Exploratory Field Study (Poster)
Authors: Dr. Patrick K. Hyland (Sirota), Anthony W. Caputo (Sirota), Dr. David W. Reeves, II (Sirota)
April 15, 2016 from 1:00 PM to 2:00 PM, Room Ballroom A-E

Why Survey Data Fails- and What to Do About It (Panel)
Chair: Dr. Terri Shapiro (Hofstra University) Co-Chairs: Randy Lim (Hofstra University/McKinsey & Company), David B. Mendelsohn (Teachers College, Columbia University) Panelists: Dinora R. Fitzgerald (McKinsey & Company), Anthony Auriemma (Sleepy's: The Mattress Professionals), Marc Vicino (JetBlue Airways), Dr. Vivian A. Woo (Sirota)
April 15, 2016 from 1:30 PM to 3:00 PM, Room 303 C

Mindfulness in the Workplace: Current Research, Practice, and Future Directions (Panel)
Chair: Dr. Patrick K. Hyland (Sirota) Panelists: Richard Fernandez (eBay), Darren Good (Pepperdine University), Dr. Ute R. Hulsheger (Maastricht University), Andy Lee (The Mindful Executive)
April 15, 2016 from 5:00 PM to 6:00 PM, Room 201 A

Growing the Impact of I-O through Local I-O Groups (Executive Board Special Session)
Dr. William L. Farmer (U.S. Bureau of Naval Personnel), Dr. Anna R. Erickson (SHL), Mr. James N. Kuretssis (SHRM), Dr. Terri Shapiro (Hofstra University), Dr. Donna Landau Sylvan (Sylvan & Associates), Dr. M. Peter Sconitro (Sconitro-Powell), Ginger Whelan (Performance Associates), Lynda Zuege (The Workforce Consultants), Dr. Alison R. Eyring (Organisation Solutions Pte, Ltd.), Dr. Therese Macan (University of Missouri-St Louis), Dr. Peter J. Rutigliano (Sirota)
April 16, 2016 from 8:00 AM to 9:00 AM, Room 203 B

Facilitating Successful I/O Internships: Considerations, Challenges, and Opportunities (Panel)
Dr. Maura J. Mills (Hofstra University), Kimberly Happich (PepsiCo), Dr. Evelyn E. Rogers (E. Rogers Associates, Inc.), Dr. Brian J. Ruggeberg (Aon Hewitt), Dr. Peter J. Rutigliano (Sirota), Dr. Comila Shahani-Denning (Hofstra University)
April 16, 2016 from 3:30 PM to 4:30 PM, Room 201 B

Mobile vs. PC Web Surveys: Differences in Demographics and Engagement (Poster)
Authors: Dr. Vivian A. Woo (Sirota), Dr. Shuang Yueh Pui (Sirota), Anthony W. Caputo (Sirota)
April 16, 2016 from 3:30 PM to 4:30 PM, Ballroom A-E
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*Bureau of Labor Statistics, US Department of Labor

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Annual Review of Organizational Psychology and Organizational Behavior

Editor: Frederick P. Morgeson, The Eli Broad College of Business, Michigan State University

The Annual Review of Organizational Psychology and Organizational Behavior 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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301. Poster Session: 12:00PM-12:50PM  Ballroom A-E
Leadership/Leadership Development/Coaching/Motivation
301-1 The Dual-motivational Effects of Ethical Leadership on Employee Knowledge Sharing
Drawing on social learning and self-determination theories, this study investigates the mediating effects of controlled motivation and moral identity on the relationship between ethical leadership on employee knowledge sharing. Results of the study provide support for all the hypotheses and demonstrate a stronger mediating effect of moral identity.
Yuenlam Bavik, Hong Kong Polytechnic University
Pokman Tang, Lingnan University
Ruodan Shao, University of Manitoba
Yifeng Chen, Lingnan University
Submitter: Yuenlam Bavik, wuyuenlam@gmail.com

301-2 Achievement Facilitators or Hindrances? The Differential Effects of Authoritarian Leadership
This poster examined differential effects of authoritarian leadership. Findings indicate authoritarian leadership positively influences subordinates' affective commitment and organizational citizenship behavior towards organization (OCBO) through challenge stressors while negatively affecting outcomes through hindrance stressors. Moreover, subordinates' power distance orientation strengthens the positive relationship between authoritarian leadership and outcomes.
Leni Chen, Renmin University of China
Jian Min Sun, Renmin University of China
Xinxin Lu, Renmin University of China
Kui Yin, Renmin University of China
Submitter: Leni Chen, cln1992@126.com

301-3 Who Speaks Up and Who Remains Silent Under Abusive Supervision?
This study examines the negative influence of abusive supervision on employee voice. In order to mitigate the adverse effects of unfavorable work situation, for example abusive supervision, employee's self-efficacy and self-enhancement motive are explained as moderators on the basis of ability-motivation-opportunity (AMO) framework. Theoretical and practical implications are also discussed.
Woohye Choi, Seoul National University
Jung Hyun Lee, Seoul National University
Seo In Yoon, Seoul National University
Seckyoung L. Kim, Seoul National University
Sokhwa Yun, Seoul National University
Submitter: Woohye Choi, woohyeely@gmail.com

301-4 Examining (Dis)agreeableness and Creative Performance in an Applied Sample
Feist's (1998) meta-analysis revealed that creative individuals often possess a number of antisocial personality traits. However, subsequent studies have failed to yield consistent results for the relationship between disagreeableness and creativity. This study uses an applied sample in a creative organization to begin unpacking this relationship more fully.
Joshua Fairchild, Creighton University
Austin Busch, Creighton University
Sydney Handrich, Creighton University
Tin Nguyen, Creighton University
Marc Cubrich, Creighton University
Submitter: Joshua Fairchild, joshuafairchild@creighton.edu

301-5 Learning Goal Orientation and the Creativity–Deviance Relationship
Little is known about the mechanisms behind the creativity-deviant relationship. This poster examines learning goal orientation and how low self-efficacy may influence creativity and deviance in these individuals. Results demonstrate that low self-efficacy can lead high learning goal oriented individuals to engage in both increased deviance and creativity.
Melissa Gutworth, The Pennsylvania State University
Samuel T. Hunter, The Pennsylvania State University
Submitter: Melissa Gutworth, mbg164@psu.edu

301-6 Creative Problem-Solving in Teams and Individuals
Cognitive processes underlying creativity have been shown to influence performance on problem-solving tasks at the individual level. This research extends these results to the team level, in order to understand the interplay between problem construction and revisions as they influence creativity in teams and individuals.
Mackenzie Harms, University of Nebraska-Omaha
Roni Reiter-Palmon, University of Nebraska-Omaha
Submitter: John D. Crowe, john.david.crowe@gmail.com

301-7 Learning Orientation, Help-Seeking Behavior, Psychological Safety, and Creativity
This study aims to examine the internal mechanism of the relationship between learning goal orientation and creativity. Results showed that learning goal orientation leads to creativity through enhancing autonomous help-seeking behavior. It was also found that the positive effect of psychological safety was important for employees with low learning goal orientation.
Minwoo Hong, Lotte Academy
Hyoung Koo Moon, Korea University
Joon Goo Han, Korea University
Hwa Kook, Korea University
Byoung Kwon Choi, Sangmyung University
Submitter: Byoung Kwon Choi, jrpfeffer@smu.ac.kr

301-8 Authority From Job Positions and Authority From Supervisors
Research identified 2 sources of decision-making authority that employees have: authority from job positions and authority from supervisors. From the perspectives of sociometric theory and self-consistency theory, whether and how authority coming from different sources act as predictors of job satisfaction and job performance through different mechanisms was examined.
Yuanyuan Huo, Hong Kong Baptist University
Ziguang Chen, City University of Hong Kong
Wing Lam, The Hong Kong Polytechnic University
Yuanyi Chen, Hong Kong Baptist University
Submitter: Yuanyuan Huo, yoyuhuo@hkbu.edu.hk

301-9 Examining the Impact of Dual Leadership on Team Innovation
Leaders of innovative endeavors face complex demands and engage in many leadership activities throughout the creativity process. It is suggested that dual leadership provides a solution to these complexities. It is hypothesized that dual leaders would lead groups that produce ideas higher in usefulness and originality and experience less role conflict.
Bradley S. Jayne, Pennsylvania State University
Samuel T. Hunter, Pennsylvania State University
Submitter: Bradley S. Jayne, jaynebrad@gmail.com

301-10 Leader–Follower Calling Similarity and Follower Outcomes
This study was conducted to highlight the role of others (i.e., leader) in the relationship between individuals’ calling and outcomes. By applying polynomial regression and response surface methodology, congruent and incongruent effects of leader and follower’s calling on follower’s leader–member exchange (LMX) and job satisfaction were examined.
Jayoung Kim, Binghamton University
Dongil Jung, Yonsei University
Minkyong Cheong, Binghamton University
Seth M. Spain, Binghamton University
Francis J. Yammarnin, Binghamton University
Submitter: Jayoung Kim, jaykim126@gmail.com

301-11 Social Networks, Coworker Relationships and Creativity: A Meta-Analysis
In the management literature, a recent growing body of research examines how social context influences creativity. Based on 37 independent samples, meta-analytic tests demonstrate a significant relationship between supportive peer relationships, social network variables, and creativity.
Michael Kimmel, University of Texas-Arlington
Wendy J. Casper, University of Texas at Arlington
Ryan P. Terry, University of Texas-Arlington
Feirong Yuan, University of Texas at Arlington
Submitter: Michael Kimmel, mkimmel@uta.edu
301-12 Characteristics of Effective Leadership in Multiteam Systems
Work is more and more structured in teams and so-called multiteam systems (MTS). This poster addresses the question what constitutes effective leadership in MTS by conducting a qualitative and a quantitative study. The results highlight MTS-specific leadership behaviors above and beyond common leadership concepts.

Katharina G. Kugler, Ludwig-Maximilians-Universität München
Florian Gerhardinger, Ludwig-Maximilians-Universität München
Felix C. Brodbeck, Ludwig-Maximilians-Universität München
Submitter: Katharina G. Kugler, Katharina.Kugler@psy.lmu.de

301-13 Bottom-Line Mentality and Creativity: Moderating Effect of Self-Efficacy and Justice
This paper highlights negative influence of supervisor’s bottom-line mentality on employee’s creativity and suggests self-efficacy and organizational justice as moderators. It was found that supervisors obsessed with outcome undermine subordinate’s creativity. Personal characteristic was salient but organizational influence was insignificant. Findings alert for negative impact of supervisor’s 1-dimensional thinking.

Jung Hyun Lee, Seoul National University
Seo In Yoon, Seoul National University
Woo Jou Choi, Seoul National University
Seckyoung L. Kim, Seoul National University
Seokhwa Yun, Seoul National University
Submitter: Jung Hyun Lee, julielee0829@gmail.com

301-14 Detecting Who Is Going to Innovate
The aim of this study was to develop an online creativity test on the basis of the concept of Torrance Tests of Creative Thinking (TTCT; Torrance, 1974) that assesses creativity using a fully automated scoring algorithm. The instrument was developed and validated in 3 subsequent studies.

Katharina Lochner, cut-e Group
Achim Preuss, cut-e Group
Richard Justenhoven, cut-e Group
Submitter: Katharina Lochner, katharina.lochner@cut-e.com

301-15 Commute Stressor and Effective Leader Behaviors: An Ego Depletion Perspective
This research investigated within-person level indirect effects of commute stressor on effective leader behaviors (transformational, initiating structure, and consideration) via depletion, and a cross-level moderation of beliefs about willpower. Analyses of 309 daily surveys showed that the detrimental indirect effects were only evident on leaders who view willpower as limited.

Jingjing Ma, Michigan State University
Russell E. Johnson, Michigan State University
Szu-Han Lin, Michigan State University
Chu-Hsiang Chang, Michigan State University
Submitter: Jingjing Ma, majingj1@msu.edu

301-16 Differential Effects of Creativity Rater Training on Quality and Originality
This study explored the most effective and efficient method for training raters of creativity electronically. Results demonstrated that rating practice during training and more descriptive rating rubrics increased the accuracy of novice participant ratings. However, this relationship was only true for quality rating accuracy not for originality rating accuracy.

Shane M. McFeely, University of Nebraska-Omaha
Ron Reiter-Palmon, University of Nebraska-Omaha
Ginamarie Ligon, University of Nebraska at Omaha
Madison Schoenbeck, University of Nebraska at Omaha
Submitter: Shane M. McFeely, smcfeely@unomaha.edu

301-17 Leaders’ Use of Alternative Mental Models: Deliberate but Don’t Implement
Leaders consider numerous mental models when formulating visions. Participants developed visions for leading a school and were presented with simple or complex mental models. Visions were evaluated on performance and leadership variables. Participants deliberated and contemplated the effects of acting on this alternative model. Deliberation, not implementation, produced stronger visions.

Tristan J. McIntosh, University of Oklahoma
Tyler Mulhearn, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Submitter: Tristan J. McIntosh, tristan.mcintosh@outlook.com

301-18 Creative Climate Measurement: A Multilevel Scaling Approach
In an effort to consolidate various perspectives on creative climate, this study introduces a scale that adopts a multilevel approach to the construct. Through an empirical evaluation of the scale in an appropriate organizational sample, initial support is found for a 5-factor model of creative climate.

Brett H. Neely, The Pennsylvania State University
Jeffrey B. Lovelace, The Pennsylvania State University
Timothy G. Kundo, The Pennsylvania State University
Samuel T. Hunter, The Pennsylvania State University
Submitter: Brett H. Neely, bheelye3@gmail.com

301-19 Development of a Creative Work Analysis
This research tested whether creative thinking is domain-specific or -general across job families. A self-report job analysis survey was hypothesized to measure the 4 factors of creativity commonly used to organize creativity research. Instead, 8 factors of creative work showed differences in kind, but not level of creativity.

Brendan G. Neuman, United Airlines
Alan D. Mead, Talent Algorithms Inc
Submitter: Brendan G. Neuman, brendan.neuman@live.com

301-20 Exploring the Link of Abusive Supervision and Organizational Loyalty
As proposed by the JD-R model, it is assumed that abusive supervision declines subordinates’ loyalty through decreasing their mental and physical health. Accordingly, multilevel analyses using a 3-wave study with 642 subordinates indicated that abusive supervision was negatively related to turnover intentions via increased emotional exhaustion and somatic complaints.

Kathleen Otto, Philipps University of Marburg
Sandra Wasu, Philipps University of Marburg
Thomas Rigotti, Johannes Gutenberg-University Mainz
Submitter: Kathleen Otto, kathleen.otto@staff.uni-marburg.de

301-21 Different Sources of Moderate Time Pressure: Implications for Creative Performance
Research shows that a moderate amount of time pressure is most conducive to creative performance. However, moderate time pressure can be experienced when workload and time available are high or when workload and time available are low. In this study, high workload and time available yielded the greatest creative performance.

Vincent Phan, University of Waterloo
Canaan Legault, University of Waterloo
Veronica Jiang, University of Waterloo
James W. Beck, University of Waterloo
Submitter: Canaan Legault, C3legault@uwatertoo.ca

This study examined whether servant leadership has an influence on an individual’s intent to seek feedback through the mechanism of trust. Results indicate that the relationship between servant leadership and feedback-seeking intent was mediated by trust, but this was conditional on a participant’s feedback orientation.

Ariel A. Roberts, University of Akron
Paul E. Levy, University of Akron
Submitter: Ariel A. Roberts, aar29@zips.ualkron.edu

301-23 Exploring the Proactivity Personality–Creativity Relationship: Mediating and Moderating Effects
This poster examined interactional justice and intrinsic motivation as mediators of the relationship between employee proactive personality and creative work behavior. Results yield support for both proposed mediating mechanisms; however, although the mediating effect of intrinsic motivation was robust, the mediating effect of interactional justice was contingent on supervisor proactive personality.
301-24 Reconceptualizing Learning Agility: The Accelerated Learning Model

Despite years of research, there is little consensus on the construct of learning agility. Research has mostly focused on stable aspects of learning rather than behaviors that can be developed. This study developed and validated a model focused on both innate tendencies and learning behaviors that can be learned.

DaHee Shon, Columbia University
Raphael Y. Prager, Aon Hewitt/Baruch College & The Graduate Center, CUNY
Submitter: DaHee Shon, dahee.shon@gmail.com

301-25 Charismatic Stories as a Basis for Leader Development

Narratives articulated by leaders are an important means through which influence is exercised, but they may also serve to develop leadership potential. This study asked participants to read 6 stories of charismatic leadership in business settings, then examined their performance on a leader vision-formation task.

Logan M. Steele, University of Oklahoma
Logan L. Watts, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Submitter: Logan M. Steele, lsteele@ou.edu

301-26 Leader Influence Tactics and Subordinates’ Knowledge Sharing: Mediation and Moderation

This research investigates the relationship between leader influence tactics and subordinates’ knowledge sharing. As a mediating mechanism for such relationship, subordinates’ self-efficacy is considered. By taking a contextual perspective, this study also examines the moderating effect of organizational justice on the relationship between leader influence tactics and subordinates’ knowledge sharing.

Ui Young Sun, Seoul National University
Soojin Lee, Seoul National University
Seokhwa Yun, Seoul National University
Submitter: Ui Young Sun, xellos1222@naver.com

301-27 Adaptive Emotion Regulation Strategies in Leadership

Emotion regulation has been identified as a key emotional ability of effective leadership. This study examined the effects of adaptive and maladaptive regulation strategies on performance in leadership scenarios. Findings indicate that adaptive strategies are positively associated with key leader skills and performance.

Brett Torrence, University of Oklahoma
Shane Connelly, University of Oklahoma
Submitter: Brett Torrence, bretstorrence@gmail.com

301-28 Reexamining the Relationship Between Need for Cognition and Creativity

Structural equation modeling techniques were used to examine the factor structure underlying the 18-item need for cognition scale in samples drawn from prior studies. The relationships between need for cognition and the quality, originality, and elegance of creative problem solutions across multiple domains of performance were analyzed.

Logan L. Watts, University of Oklahoma
Logan M. Steele, University of Oklahoma
Hairong Song, University of Oklahoma
Kelsey E. Medeiros, University of Oklahoma
Paul Parlow, University of Oklahoma
P. Carter Gibson, Shaker Consulting Group
Submitter: Logan L. Watts, loganlwatts@gmail.com

301-29 The Impact of Leader Error on Leadership Ratings

This study examined the extent to which the type of error committed by a leader affected leadership ratings post-error. Findings indicate that leaders who commit relationship or ethical errors receive harsher ratings than those who commit task errors.

Kayla B. Weaver, Pennsylvania State University
Kisha S. Jones, Pennsylvania State University
Samuel T. Hunter, Pennsylvania State University
Submitter: Kayla B. Weaver, kweaver@psu.edu

301-30 Structure of Idea Sharing Network and Dark Side of Personality

This study examined the interplay of dysfunctional personality traits and the structure of the idea-sharing network. Using exponential random graph model, the author identified which structures can be used to model the probability of this network and how dysfunctional personality traits relate to these structures.

Bogdan Yamkovenko, Towson University
Stephen Garcia, Alix Partners
Submitter: Bogdan Yamkovenko, byamko1@gmail.com

302. Special Events: 12:00PM-1:20PM

201 A Alliance Special Session: Meet the Experts: An International Panel on Work and Health

Employee stress levels are at an all-time high and are accompanied by a proliferation of research in the realm of work and health. This panel brings together a team of leading international experts to identify current research trends, highlight challenges to the field, and discuss cross-cultural issues.

Julie M. McCarthy, University of Toronto, Co-Chair
Berrin Erdogan, Portland State University, Co-Chair
Sharon K. Parker, UWA Business School, Panelist
Wilmar B. Schaufeli, Utrecht University, Panelist
Sabine Sonnentag, University of Mannheim, Panelist
Lois E. Tetrick, George Mason University, Panelist
Mo Wang, University of Florida, Panelist
Submitter: Julie M. McCarthy, julie.mccarthy@rotman.utoronto.ca

201 B Who Follows Whom? Predicting the Emergence of Informal Leader–Follower Networks

Leadership is a relational phenomenon formed by formal and informal processes and embedded in social context. Unfortunately, limited empirical research models it as such. This symposium utilizes network science to provide recommendations for studying the emergence of leadership relationships in collectives and exemplars of novel insights gained through this approach.

Michael T. Braun, University of South Florida, Chair
Leslie A. DeChurch, Georgia Institute of Technology, Discussant
Dorothy R. Carter, University of Georgia, The Principles of Leadership System Emergence: A Conceptual Framework
Maureen E. McCusker, Virginia Tech University, Roseanne J. Foti, Virginia Tech, A Dyadic Approach to Leadership Emergence
Nicholas J. Gatto, Roosevelt University, Toshio Murase, Roosevelt University, Stefan Hersch, Roosevelt University, Nicholas A. Baldwin, M.A., Roosevelt University, The Emergence and Evolution of Leadership in String Quartets
Submitter: Michael T. Braun, michael.braun33@gmail.com

201 C The Skills Gap and Workforce Readiness: Implications for Talent Management

This session addresses how educational and workplace research arenas have been disconnected in ways that also reflect various skills gaps that affect career development and organizational effectiveness. Panelist will discuss education-to-work and military-to-work transitions, with implications for workforce readiness (globally), talent management (locally), and related research developments.

Fred Oswald, Rice University, Co-Chair
Tara S. Behrend, The George Washington University, Co-Chair
Alex Casillas, ACT, Inc., Panelist
Erich C. Dierdorff, DePaul University, Panelist
Lori L. Foster, North Carolina State University, Panelist
Patrick C. Kylonnen, Educational Testing Service, Panelist
Karin A. Orvis, Transition to Veterans Program Office, OUSD P&R, OSD, Panelist
Submitter: Fred Oswald, foswald@rice.edu
305. Panel Discussion: 12:00PM-1:20PM 201 D
Establishing Assessment Strategies in Organizations: Best Practices and Lessons Learned
Panelists will discuss best practices and lessons learned when designing, implementing, maintaining, and evolving an organization-wide assessment strategy. Experienced internal and external consultants will share their perspectives in working across a variety of industries and with organizations of varying levels of sophistication with regard to assessment use.
Christine E. Corbet, Right Management, Chair
Heather D. Rooney, CEB, Panelist
Jessica Osebach, Bank of America, Panelist
W. Robert Lewis, Pfizer Inc., Panelist
Samantha A. Morris, MillerCoors, Panelist
Sean D. Robinson, MillerCoors, Panelist
Sarah A. Brock, Johnson & Johnson, Panelist
Submitter: Christine E. Corbet, christine.corbet@right.com

306. Symposium/Forum: 12:00PM-1:20PM 203 A
Recent Advances in Forced Choice Personality Assessment
Response distortion is always an issue for the personality assessment. The forced-choice (FC) format has been proposed as a potential remedy to the situation. Four papers in this symposium provide a basic introduction of the FC format measure, and present recent advances in research in the area.
Jacob Seybert, Educational Testing Service, Chair
Li Guan, University of Georgia, Co-Chair
Rodney A. McCoy, HumRRO, Discussant
Evan E. Beals, Michigan State University, Sarena Bhatia, Michigan State University, Ann Marie Ryan, Michigan State University, Anthony S. Boyce, Aon Hewitt, Jeffrey S. Conway, Credit Suisse. Cultural Values Impact on Item-Level Social Desirability
Mengyang Cao, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign. A Meta-Analytic Review of Forced-Choice Personality Measures in High-Stakes Situations
Li Guan, University of Georgia, Nathan T. Carter, University of Georgia. Faking Shifts the Response Process? A Comparison Across Testing Formats
Submitter: Li Guan, aguan0215@gmail.com

307. Panel Discussion: 12:00PM-1:20PM 203 B
Career Development in Practice: Best Practices for Career Development
In business today, organizations are seeing the importance of developing internal talent to stay competitive. Companies show dedication to developing talent through the implementation of career development programs. This panel will share its experiences and lessons learned in implementing career development programs in their organizations.
Rex Backes, TIAA-CREF, Chair
John H. Golden, Ill, Amazon.com, Panelist
Laura Mattmore, Proctor & Gamble, Panelist
Guido Pozo, Booz Allen Hamilton, Panelist
Submitter: Rex Backes, rbackes@tiaa-cref.org

308. Panel Discussion: 12:00PM-1:20PM 204 A
Formalized Programs for Providing Graduate Students With Professional Practice Experience
Directors of programs providing graduate students with applied experience, and one program deciding how to structure such a program focus on learnings and best practices, discuss challenges and best practices, as well as a proposed model of program collaboration to ensure graduate students receive supervised applied experiences.
Marcus W. Dickson, Wayne State University, Chair
Michelle Mullins, Wayne State University, Co-Chair
Juliet Aiken, University of Maryland, Panelist
John D. Arnold, Polaris Assessment Systems, Panelist
Russell A. Matthews, Bowling Green State University, Panelist
Daniel Sachau, Minnesota State Univ-Mankato, Panelist
Submitter: Marcus W. Dickson, marcus.dickson@wayne.edu

309. Panel Discussion: 12:00PM-1:20PM 204 B
Just Talk to Them: Keys to Making Performance Management Work
Rather than follow the growing trend of abolishing performance management processes, this panel focuses on the most valuable and impactful elements of performance management and how to enhance them. Panelist will highlight the critical role of the performance feedback discussion and a number of innovative ways to strengthen/improve it.
Brian J. Ruggeberg, Aon Hewitt, Chair
Amy Dawgett Crumb, Federal Bureau of Investigation, Panelist
Roxanne M. Laczko, Cargill, Panelist
Rebecca Levine, PepsiCo, Panelist
Michael S. Clemens, DuPont, Panelist
Submitter: Brian J. Ruggeberg, brian.ruggeberg@aonhewitt.com

310. Panel Discussion: 12:00PM-1:20PM 204 C
The Changing Nature of Work: Evidence and Implications
Changes to work and worker behavior/attitudes are commonly referenced. Despite this, there is little research substantiating these proposals. This symposium empirically documents changes in work and workers and sheds light on how talent management approaches should be adapted for the 21st century of work.
Lauren A. Wegman, Yahoo Inc., Co-Chair
Brian J. Hoffman, The University of Georgia, Co-Chair
Howard M. Weiss, Georgia Institute of Technology, Discussant
Clair A. Reynolds Kueny, Saint Louis University, Mindy K. Shoss, University of Central Florida, The Importance of Meaningful Work, Then and Now
Lauren A. Wegman, Yahoo Inc., Brian J. Hoffman, The University of Georgia, Jorge Lumbrares, University of Georgia, Changing Value for Enriched Work: Legitimate or Assumed?
Jakob Mainert, University of Luxembourg, Christoph Niepel, University of Luxembourg, André Kretzschmar, University of Luxembourg, Samuel Greiff, University of Luxembourg, Complex Problems Solving at Work: An Empirical Construct Validation
Alexander C. LoPilato, The University of Georgia, Brian J. Hoffman, The University of Georgia, Nathan T. Carter, The University of Georgia, A Simulation and Application of the Age, Period, Cohort Model
Submitter: Lauren A. Wegman, wegman.lauren@gmail.com

312. Panel Discussion: 12:00PM-1:20PM 205 A
Managing SME Mayhem: Insights & Lessons Learned from the Trenches
SME input is critical to many I-O efforts, but these intersections don’t always go as planned. Some SMEs are dominant, passive-aggressive, submissive, or have hidden agendas. In this session, experts describe real-world scenarios illustrating “bad” SME behaviors. After attendees vote on the best action/response, experts reveal what actually happened.
Kimberly Accree Adams, American Institutes for Research, Chair
Liberty J. Munson, Microsoft, Panelist
Alexander Alonso, Society for Human Resource Management, Panelist
Robert I. Driggers, CEB, Panelist
Lorin M. Mueller, Federation of State Boards of Physical Therapy, Panelist
Andrew A. Schmidt, Lockheed Martin, Panelist
Submitter: Kimberly Accree Adams, kadams@air.org

314. Panel Discussion: 12:00PM-1:20PM 206 A
Social Media for Employment Decisions: The Risk, Reward, and Unknown
Organizations continue to use information from social media sites for employment decisions. These practices present many legal challenges and still generally lack empirical support. The purpose of this panel is to discuss the logistic, legal, and utility implications of using social media for employment decisions and ideas for future research.
Richard J. Chambers, II, PepsiCo, Co-Chair
Shawn Bergman, Appalachian State University, Co-Chair
Kris Davison, University of Memphis, Panelist
Bart Weathington, University of Tennessee at Chattanooga, Panelist
Jamie L. Winter, Development Dimensions International (DDI), Panelist
Kevin B. Tamanini, Development Dimensions International (DDI), Panelist
Submitter: Richard J. Chambers, II, richchambersii@gmail.com
315. Roundtable/Conversation Hour: 12:00PM-1:20PM  207 A
Growing Local Communities of Work Psychologists Globally

This roundtable builds on an effort begun in 2013 to help nurture grassroots, local communities of work and organisation psychologists outside the U.S. Hosts share work underway, discuss challenges, and agree on courses of action for collaboration following SIOP 2016.

Alison R. Eyring, Organisation Solutions Pte, Ltd., Host
William L. Farmer, U.S. Food and Drug Administration, Host
Milt Hakel, SIOP Foundation, Host
Barbara Kozuszkin, University of Silesia, Katowice, Host
Lynda Zueger, The Workforce Consultants, Host

Submitter: Alison R. Eyring, areyring@organizationsolutions.com

316. Alternative Session Type: 12:00PM-1:20PM  207 B
SIOP Living History Series: An Interview With Locke and Latham

In the 4th installment of the SIOP Living History Series, the SIOP Historian will interview Edwin A. Locke and Gary P. Latham. This pair will discuss their careers, their contributions to goal-setting theory, and their longstanding research partnership. The session will include an opportunity for audience questions.

Jeffrey M. Cucina, U.S. Customs and Border Protection, Chair
Edwin A. Locke, University of Maryland, Presenter
Gary P. Latham, University of Toronto, Presenter

Submitter: Jeffrey M. Cucina, jcucina@gmail.com

317. Panel Discussion: 12:00PM-1:20PM  207 C
Business Acumen or Stories About How to Be Relevant

This session presents Business Acumen Competency Survey results and features a “focus group” of I-O experts who have ascended to the top ranks of their respective organizations and will discuss what business acumen is, why it is important, and how to develop it, using the survey as a backdrop.

Romella J. El Kharazzi, Equal Employment Opportunity Commission, Chair
Mark L. Poteet, Organizational Research & Solutions, Inc., Co-Chair
Adrienne J. Colella, Tulane University, Panelist
David P. Jones, Growth Ventures, Inc., Panelist
Elizabeth B. Kolmstetter, U.S. Agency for International Development, Panelist
Matthew K. Minton, Verizon, Panelist
Douglas H. Reynolds, Development Dimensions International (DDI), Panelist
Sara P. Weiner, IBM, Panelist

Submitter: Romella J. El Kharazzi, riek@allemore.com

318. Panel Discussion: 12:00PM-1:20PM  207 D
Improving Organizational Change Outcomes. Asserting Leadership in the Field

The panel will discuss best practices and cover key questions associated with designing, implementing, communicating, measuring, and adapting successful change initiatives. The panel brings timely, field proven, and directly replicable results from diverse backgrounds with the hope of motivating the I-O community to assert leadership in this important field.

Jared D. Lock, The JDL Group, LLC, Chair
Lyse Wells, Honeywell, Panelist
Jared D. Lock, The JDL Group, LLC, Panelist
April R. Holland, FurstPerson, Panelist
Paul Thoresen, MPPAW, Panelist
Torrey Wilkinson, Booz Allen Hamilton, Panelist

Submitter: Jared D. Lock, jared.lock@gmail.com

319. Panel Discussion: 12:00PM-1:20PM  303 A
Applied Criterion-Related Validation Challenges: What We Weren’t Taught in Textbooks

Criterion-related validation studies for client organizations come with unique sets of challenges from study design, data collection, analysis, reporting, to implementing recommendations. This panel will discuss insights from careers of conducting and consulting on validation studies. The panel will reflect on experiences to address challenges, and suggest future improvements.

Don M. Moretti, Sears Holdings Corporation, Chair

Submitter: Matthew C. Reeder, Human Resources Research Organization (HumRRO), Panelist
Arthur Gutman, DCI Consulting, Panelist
Mei-Chuan Kung, Select International, Inc., Panelist
Matthew C. Reeder, Human Resources Research Organization (HumRRO), Panelist
Kelsey M. Stephens, Performance Assessment Network, Panelist
Nicholas A. Zarns, CEB, Panelist
Submitter: Mei-Chuan Kung, mkung@selectintl.com

320. Symposium/Forum: 12:00PM-1:20PM  303 B
When Does Job Insecurity Hurt? Evidence for Modifying Variables

Research has demonstrated that job insecurity is a stressor that is related to a number of detrimental outcomes. The effect sizes however between job insecurity and outcomes differ. The symposium sheds new light on several individual and contextual variables that can impact the relationship between job insecurity and its outcomes.

Maike E. Debus, University of Zurich, Chair
Tahira M. Probst, Washington State University Vancouver, Co-Chair
Mind K. Ghosh, University of Central Florida, Bradley J. Brummel, The University of Tulsa, Job Insecurity: Only the Satisfied Suffer
Nicholas J. Gailey, Washington State University Vancouver, Tahira M. Probst, Washington State University Vancouver, Lixin Jiang, University Wisconsin Oshkosh, Sergio López Bohle, Universidad de Santiago de Chile, Psychological Capital: Buffering Longitudinal Effects of Job Insecurity on Performance
Lixin Jiang, University Wisconsin Oshkosh, From Secure Attachment to Job Insecurity

Maike E. Debus, University of Zurich, Martin Kleinmann, University of Zurich, Cornelius J. König, Universität des Saarlandes, Silvan Winkler, GfK AG, Job Insecurity and the Interface of Individual and Country Characteristics

Submitter: Maike E. Debus, m.debus@psychologie.uzh.ch

321. Panel Discussion: 12:00PM-1:20PM  303 C
Workforce Analytics: Real Data, Real Decisions

Big data and workforce analytics are quite the rage, but do organizations really do anything with all that information? The panelists in this session will share real-world, concrete examples of how these data are used to make decisions, inform policy and shape interventions at the organizational level.

Suzanne Tsacoumis, HumRRO, Chair
Alexis A. Fink, Intel Corporation, Panelist
Gary Musicante, U.S. Department of Veterans Affairs, Panelist
Elpida Ormanidou, Walmart Stores, Inc, Panelist
Michelle G. Dennis, Federal Bureau of Investigation, Panelist

Submitter: Suzanne Tsacoumis, sttsacoumis@humrro.org

322. Poster Session: 1:00PM-1:50PM  Ballroom A-E
Training/Judgement/Decision Making

322-1 Modeling MOOC Participation With Latent Growth Curve Analysis

This study assesses individual characteristics influencing use in a massive online open course (MOOCs). Utilizing existing training and education frameworks, and the application of latent growth curve analysis, longitudinal data from over 300 participants suggests motivation to learn and education level (through self-regulation) influence participation over time.

Joshua S. Andrews, North Carolina State University
Issac Benjamin Thompson, Red Hat
Eric N. Wiebe, FridayInstitute for Educational Innovation

Submitter: Joshua S. Andrews, jsandre2@ncsu.edu

322-2 General Mental Ability and Conscientiousness Predict Optimal Shortcut Behaviors

Shortcuts are means of saving time while performing a task. It is argued that an optimal level of shortcut behavior often exists, where the “pros” of shortcuts outweigh the “cons.” In this study, GMA predicted the ability to recognize when shortcuts were beneficial, and conscientiousness predicted willingness to take shortcuts.

James W. Beck, University of Waterloo
Canaan Legault, University of Waterloo
Vincent Phan, University of Waterloo
Timothy Ballard, University of Western Australia

Submitter: James W. Beck, beckjam2@gmail.com
322-3 Metacognitive Awareness and Information Search While Problem Solving
Identifying the information necessary to make good decisions in organizations is critical. This paper describes research examining the potential role of 2 aspects of metacognitive awareness, knowledge of cognition and regulation of cognition in information search and performance. Results suggest that metacognitive awareness may have mixed effects on information search.

Lynn Beer, Kansas State University
Alexander T. Jackson, Kansas State University
Patrick A. Knight, Kansas State University
Sarah Sleiman Haidar, Kansas State University
Jenna L. Kriehg, Kansas State University
Submitter: Lynn Beer, lmeerbe@ksu.edu

322-4 Using Cognitive Prompts to Counteract Stereotype Threat in Older Trainees
Using a sample of 131 adults aged 55 to 70 years, researchers employed a 2 x 2 between-subject design to investigate whether cognitive prompts would counteract stereotype threat on older adults’ training outcomes. As hypothesized, stereotype threat negatively affected training outcomes. Contrary to expectations, cognitive prompts also negatively affected training outcomes.

Thomas M. Cavanagh, Dominican University of California
Kurt Kraiger, Colorado State University
Janet M. Weidert, Colorado State University
Submitter: Thomas M. Cavanagh, tommy.cavanagh@gmail.com

322-6 Meaningful Gamification in an Industrial Organizational Psychology Course
Meaningful gamification promotes rich connections with real world context, creating long-term change and fostering an intrinsically motivated community. This study assessed the extent to which an I-O psychology course created with meaningful gamification elements resulted in significantly higher student perceptions of learning, engagement, and motivation than traditional I-O courses.

David R. Earnest, Towson University
Jessica A. Stansbury, Towson University
Submitter: David R. Earnest, dearnest@towson.edu

322-7 Facial Dominance of Transgressor and Trust Restoration
This study investigated the moderating effect of facial dominance on the effectiveness of apologies in trust restoration. Results showed that compensating type of apology was the most effective in increasing transgressors’ trustworthiness and even more so when used by a transgressor high in facial dominance.

Michal Franc, Singapore Management University
Guilyun Park, Singapore Management University
Submitter: Guilyun Park, parkguil@gmail.com

322-9 The Trainer Matters: Cross-Classified Models of Trainee Reactions
Trainee reactions are common elements of training evaluation. But what are the sources of variability in trainee reactions? Cross-classified random effects models in a sample of over 10,000 trainees revealed that variability across trainers (and not program content) was found to be the primary source of reaction variability.

David R. Glerum, Jr., University of Central Florida
Dana Joseph, University of Central Florida
Barbara A. Fritzsch, University of Central Florida
Submitter: David R. Glerum, Jr., glerumdj@knights.ucf.edu

322-10 Black Respondents’ Reactions to Diversity Cues in Testimonials and Video-SJTs
This poster examined how Black test takers’ reactions to a video-SJT and hypothetical hiring organization differ as a function of SJT and company testimonial actors’ race. Reactions were mainly driven by testimonial, as opposed to SJT, diversity. Blacks were also found to perform better than Whites on the more diverse SJT.

Juliya Golubovich, Educational Testing Service
Ann Marie Ryan, Michigan State University
Submitter: Juliya Golubovich, jgolubovich@gmail.com

322-11 MGO and Cognitive Ability Effects on Performance in Learner-Guided Training
Learner-guided training methods in which workers are given control over when, how, and what they cover in training are becoming increasingly popular. Because individuals differ in goal orientation, as well as cognitive ability, this study seeks to advance knowledge of how these individual differences affect performance through previously unexplored pathways.

Sarah N. Guarino, Saint Louis University
Victoria L. Whitaker, Saint Louis University
Dustin K. Jundt, Saint Louis University
Submitter: Sarah N. Guarino, guarinos@slu.edu

322-12 Continuous Learning: Choosing and Allocating Resources to Strengths versus Weaknesses
Do individuals choose to allocate resources towards improving their strengths or their weaknesses? The answer likely depends on role flexibility, which is control over which tasks are rewarded, and beliefs regarding the relative effectiveness of studying a strength or weakness.

Leah R. Halper, Ohio University
Jeffrey B. Vancouver, Ohio University
Submitter: Leah R. Halper, lh124907@ohio.edu

322-13 Incremental Validity of Exploratory Behavior in Complex Task Learning
This study examined and demonstrated the incremental validity of exploratory behavior in the prediction of complex task learning above the effects of self-efficacy and metacognition. Results highlight the importance of behavioral self-regulation in learner-guided training and suggest its benefits go beyond an indirect influence via cognitive and motivational processes.

Jay H. Hardy, Oregon State University
Eric A. Day, University of Oklahoma
Logan M. Steele, University of Oklahoma
Submitter: Jay H. Hardy, III, jay.hardy@oregonstate.edu

322-14 Predictors of Flipped Classroom Behavior and Attitudes
In a flipped classroom, lectures are typically viewed online outside class, leaving class time for more engaging, interactive activities. Using a longitudinal, multilevel design in a graduate statistics class, we found that beliefs about the technique, goal orientation, and personality characteristics predicted behavior and reactions to the flipped classroom model.

Michael Horvath, Cleveland State University
Anthony M. Brzozowski, Cleveland State University
Submitter: Michael Horvath, mhorvath59@csuohio.edu

322-15 Goal Orientation, Competitiveness, Challenge, and Learning
A laboratory study explored the interaction between goal orientation and competitiveness on learning, self-challenge during learning, and performance. It was found that competitiveness weakened the effect of mastery orientation on learning, self-challenge, and transfer performance, and interacted in a complex way with avoidance orientation.

Michael Horvath, Cleveland State University
Anthony J. Carcioppolo, Cleveland State University
Jessica R. Kennedy, Cleveland State University
Gregory J. McKay, Cleveland State University
Sarah Opalach, Cleveland State University
Jordan R. Van Akin, Cleveland State University
Submitter: Michael Horvath, mhorvath59@csuohio.edu

322-16 Moral Disengagement as a Mediator of Individual Differences and Ethicality
This study was conducted to investigate how moral disengagement interacts with individual differences (e.g., empathy, cynicism) to impact ethical behavior using a visual path analysis approach. Relationships were evaluated in a sample of 525 U.S. recruits in U.S. Air Force Basic Military Training. Practical implications for selection are discussed.

James Johnson, U.S. Air Force
John Trent, U.S. Air Force
Mark R. Rose, U.S. Air Force
Gregory G. Manley, U.S. Air Force
Submitter: James F. Johnson, james.johnson.271@us.af.mil
**322-17 The Ultimate Attribution Error With Ingratitude in Job Applicants**

Ingratitude is a common form of influence in job applicants. This experiment tested whether the ultimate attribution error can be used to explain how ingratitude by applicants is perceived. Participants viewed simulated interviews of ingratiating applicants. Results indicate there is evidence to support this application of the ultimate attribution error.

Sara J. Langford, California State Polytechnic University-Pomona
Terry A. Beehr, Central Michigan University
Nicholas Von Glahn, California State Polytechnic University-Pomona
Sophia Martini, California State Polytechnic University-Pomona
Submitter: Sara J. Langford, sjlangford@cpp.edu

**322-18 The Progressive Model of Healthcare Team Training: The Trickle-Down Effect**

Using meta-analytic path analysis, support is provided for a progressive model of healthcare team training based on Kirkpatrick's (1959; 1996) framework. Healthcare team training is found to affect results via learning, as learning leads to transfer, which increases results. This model is found to generalize to the general training literature.

Shannon L. Marlow, Rice University
Ashley M. Hughes, University of Wisconsin-Madison
Megan E. Gregory, Michael E. DeBakey Veterans Affairs Medical Center
Dana Joseph, University of Central Florida
Shirley Sonesh, University of Central Florida
Christina N. Lacerenra, Rice University
Lauren E. Benishek, Johns Hopkins School of Medicine
Heidi B. King, Department of Defense
Eduardo Salas, Rice University
Submitter: Shannon L. Marlow, shannon.l.marlow@rice.edu

**322-19 Effect of Conflict and Individual Satisfaction on Training Motivation**

The relationship between conflict, individual satisfaction with the team, and training motivation is explored from 498 individuals. Findings suggest that individual satisfaction partially mediates the relationship with affective conflict and fully mediates with cognitive conflict. To encourage future participation in teams, practitioners should explore ways to increase an individual's satisfaction.

Michele N. Medina, University of North Texas
Submitter: Michele N. Medina, michele.medinat@unt.edu

**322-20 Anticipated Self-discrepancy and Job Sector Attraction**

Using the tenets of social identity theory and self-discrepancy theory, this study examines the extent to which job seekers' attraction to employment in the for-profit, nonprofit, and government sectors is related to their beliefs about the sectors' actual influence on society and the influence the sectors should have on society.

Kevin Nolan, Hofstra University
Dev K. Dalal, University of Connecticut
Benjamin S. Wood, Hofstra University
Submitter: Kevin Nolan, kevin.p.nolan@hofstra.edu

**322-21 Motivational Predictors of Success and Intention to Transfer in MOOCs**

This poster explored the role of motivation on completion and the intention transfer knowledge acquired in MOOC. Extrinsic goal orientation increases the odds of successful completion whereas task value stimulates intention to transfer. The results indicate differential influence of motivational factors on the intention to transfer among participants.

Sofija N. Pajic, University of Amsterdam
Eloisa Federici, University of Amsterdam
Stefan T. Mol, University of Amsterdam
Gabor Kismihok, University of Amsterdam
Submitter: Sofija N. Pajic, S.Pajic@uva.nl

**322-22 The Impact of Mindfulness on the Evaluation of Diverse Applicants**

This poster examined the impact of mindfulness meditation on the evaluation of a diverse pool of job applicants. Findings indicate the mindfulness intervention led to greater accuracy in participant evaluation of applicants, and less variation between evaluation patterns across applicant demographic categories.

Laura Provolt, University of Georgia
Keicia M. Thomas, University of Georgia
Robert Mahan, University of Georgia
Submitter: Laura Provolt, lprovolt@gmail.com

**322-23 Effects of Proactive Personality and Conscientiousness on Training Motivation**

This poster examined a conditional, indirect process model where proactive personality interacts with conscientiousness to influence transfer intentions partially through their effects on motivation to learn. It was found that trainee proactive personality positively influences transfer intentions partially through their motivation to learn and that higher levels of conscientiousness weakens this relationship.

Zachary M. Roberts, University of Houston
Laura E. Clark, University of Houston
Amanda L. Palmer, University of Houston
Cody J. Bok, University of Houston
Submitter: Zachary M. Roberts, zmroberts@uh.edu

**322-24 Understanding How Videogame Experience Influences Learning Outcomes in Training Simulations**

This study investigated the impact of clear rules and goals on trainee performance in a videogame training simulation. When controlling for videogame experience, clear rules and goals was related to improved performance. In addition, engagement mediated the relationship between rules and goals clarity and in game performance.

Diana R. Sanchez, Colorado State University
Alyssa M. Gibbons, Colorado State University
Submitter: Diana R. Sanchez, sanchezdianar@gmail.com

**322-25 Making Decisions With Individual Assessments: Mechanical versus Clinical Combination**

This poster examined the predictive validity of (a) optimally weighted data combination, (b) unit-weighted data combination, and (c) the expert approach when combining individual assessment ratings. Results provided evidence of the superiority of mechanical approach over clinical approach when combining individual assessment ratings.

Siwen Shu, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Martin C. Yu, University of Minnesota
Kyle D. McNeal, University of Minnesota
Maynard Goff, Kom Ferry
Submitter: Siwen Shu, shuxx069@umn.edu

**322-26 Perspective Taking, Attributions, and Conflict Resolution**

This poster examined relationships between perspective taking, attributions, and intercultural conflict resolution, from the perspective of third-party observers. A conditional indirect effect of perspective-taking accuracy was found on integrative conflict resolution via isomorphic attribution for conflict, based on whether observers attribute the intercultural conflict to both parties or to a single party.

Mei Ling Tan, Nanyang Technological University
Soon Ang, Nanyang Technological University
K. Yee Ng, Nanyang Technological University
Submitter: Mei Ling Tan, tanmeiling@ntu.edu.sg

**322-27 Knowledge of Precise Anchoring Does Not Reduce Its Effectiveness**

This study tested whether precise offers would reduce counteroffers compared to a round offer if participants were aware of this tactic. Results revealed that a precise offer resulted in reduced counteroffers even when participants suspected that the precise offer was a negotiating tactic.

Todd J. Thorsteinson, University of Idaho
Whitney A. Tyler, University of Idaho
Submitter: Todd J. Thorsteinson, tthorste@uidaho.edu
322-28 Sunk Costs in Managerial Decision Making: A Fantasy Football Approach
Using survival analysis, the authors examined sunk cost effects of draft order on athletes’ survival rates in a large sample of fantasy football managers. Results indicated athletes drafted earlier (i.e., greater up-front investment) survived longer on fantasy teams when controlling for performance, especially those in positions with greater point-earning potential.

Peter P. Yu, The Graduate Center & Baruch College, CUNY
Eric Knudsen, The Graduate Center & Baruch College, CUNY
Submitter: Peter P. Yu, peter.yu@baruch.cuny.edu

322-29 Modeling Expert Assessment Judgment: Man Versus Model of Man
Average models of expert judgments often outperform the judges themselves when making predictions in a variety of settings. This study demonstrates that this effect also exists when predicting job performance. Furthermore, this holds when models derived from one group of judges is pitted against decisions from a separate group of judges.

Martin C. Yu, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Swen Shu, University of Minnesota
Kyle D. McNeal, University of Minnesota
Maynard Goff, Kom Ferry
Submitter: Martin C. Yu, yuux0407@umn.edu

323. Symposium/Forum: 1:30PM-2:50PM
Mergers and Acquisitions: Impact of Integrating Organizational Cultures
Global M&As are continuing at an accelerated pace. This high rate of activity is in sharp contrast with the high rate of failure of most mergers. Addressing differences in organizational culture is crucial for M&A success. Four organizations will describe their recent M&A activity including challenges, successes & lessons learned.

Mariangela Battista, XL Group, Chair
Wayne F. Cascio, University of Colorado Denver, Discussant
Steven Katzman, KPMG LLP, Surprisel Challenges Integrating Employees Who Originally Chose Not to Join
Patricia R. Pedigo, IBM, Integrating cultures to Form Watson Health
Amanda C. Shull, Guardian Life, Christine R. Smith, The Graduate Center & Baruch College, CUNY, Growing Pains: Challenges of Integrating Acquisitions into Established Talent Processes
Dana Milanovich Costar, OrgVitality LLC, Victoria Hendrickson, OrgVitality, Growing the Company: Differential Impact of Acquisitions on Employee Attitudes
Submitter: Mariangela Battista, battism@optonline.net

324. Master Tutorial: 1:30PM-2:50PM
Aug“mentors”: Using Positive Psychology to Improve Mentoring
This interactive session builds participant knowledge of techniques from positive psychology to improve mentoring relationships. Three techniques will be shared to improve learning conversations: redirection, reflection, and realization. Participants will practice the techniques and discuss how to teach them to others.

Laura G. Lunsford, University of Arizona, Presenter
Submitter: Laura G. Lunsford, proflunsford@gmail.com

325. Panel Discussion: 1:30PM-2:50PM
I Stepped in Gum: Creative Solutions to Sticky Validation Situations
The purpose of this panel is to provide creative validation strategies for sticky situations in the workplace. As jobs and organizations become more complex, there is less room for textbook validations but still the need for rigor and support when validating organizational tools such as competencies and assessments.

Maria Arboleda, Google, Chair
Melissa M. Harrell, Google, Panelist
Bobby D. Naemi, Educational Testing Service, Panelist
Scott M. Reithel, APT, Inc., Panelist
Evan R. Theys, Google, Panelist
Submitter: Maria Arboleda, mariaarboleda@gmail.com

326. Symposium/Forum: 1:30PM-2:50PM
We Heard the Calls: Aging and Work Research Moves Ahead
The multiaged workforce has ushered in a host of new research questions for I-O psychologists. This set of papers answers recent calls for more nuanced looks at age stereotyping, closer attention to mediating mechanisms in explaining age effects, and more precise measurement of the construct of age itself.

Lisa Finkelstein, Northern Illinois University, Co-Chair
Boris B. Baltes, Wayne State University, Co-Chair
Ruth Imose, Northern Illinois University, Jasmin Martinez, Northern Illinois University, Lisa Finkelstein, Northern Illinois University, An Intersectional Perspective on Age-Based Stereotype and Metastereotype Content
Elizabeth A. Hanrahan, Northern Illinois University, Lisa Finkelstein, Northern Illinois University, Ageism and Prescriptive Stereotypes in the Workplace
Lale Muazzez Yaldiz, Portland State University, Donald M. Truxillo, Portland State University, David Cadiz, Portland State University, Eli M. Dapolonia, Portland University, Personality as a Mediator of the Age–Work Engagement Relationship
Keith L. Zabel, Wayne State University, Boris B. Baltes, Wayne State University, The Impact of Age on Workplace Motivation: A Person-Centered Perspective
Submitter: Lisa Finkelstein, lisaf@niu.edu

328. Panel Discussion: 1:30PM-2:50PM
Science-Guided Diversity Programs in Organizations: From Design to Evaluation
There is an abundance of initiatives to create inclusive work environments and capitalize on diversity’s potential for innovation. But many are not rooted in research. Representing both academia and industry, the panelists will discuss the development of science-based diversity initiatives, how they were implemented, and strategies to evaluate their impact.

Brian Welle, Google, Chair
Andrew Biga, JetBlue Airways, Panelist
Eden B. King, George Mason University, Panelist
Jeanine Prime, Catalyst, Panelist
Veronica L. Gilrane, Google, Panelist
Submitter: Brian Welle, welle@google.com

329. Symposium/Forum: 1:30PM-2:50PM
Asking the Right Questions: Investigations of Structured Interview Questions
Using better types of questions has emerged as one of the most widely used interview structure components. This symposium brings together 5 studies that discuss novel approaches and latest state of the science on the question type from using a functional magnetic resonance imaging to probing and the applicant questioning behavior.

Julia Levashina, Kent State University, Chair
Allen I. Huffcutt, Bradley University, Brain Activity Underlying Situational and Behavior Description Interviews
William S. Weyhrauch, Kansas State University, Satoris C. Culbertson, Kansas State University, Allen I. Huffcutt, Bradley University, A Comparative Meta-analysis of Past- and Future-oriented Structured Interview Formats
Julia Levashina, Kent State University, Michael A. Campion, Purdue University, Nicholas Roulin, University of Manitoba, Tell Me More: Using Probing in Situational and Past-Behavioral Interviews
Anna Luca Heimann, University of Zurich, Pia Ingold, University of Zurich, Martin Kleinmann, University of Zurich, Developing Personality-Based Interviews: Facilitating Both Construct and Criterion Validity
Heather Heimbaugh, University of Missouri-St. Louis, Therese Macan, University of Missouri-St Louis, Questioning the Questioner: Effect of Applicant Questions on Interview Outcomes
Submitter: Julia Levashina, jlevashin@kent.edu

330. Symposium/Forum: 1:30PM-2:50PM
Who Is Mistreating Whom? Investigating Novel Drivers of Workplace Mistreatment
Mistreatment is costly for employee well-being and the organization’s bottom line. Yet, little is known about why certain employees are more likely to be targets of such forms of negative behavior at work. This symposium aims to explore individual and contextual factors that contribute to the experience of mistreatment at work.
331. Master Tutorial: 1:30PM-2:50PM 204 B
Using Deep Learning to Predict Performance From Resumes
A detailed tutorial for building performance prediction models from raw resume and cover letter data. Structuring the raw unstructured data using resume parsing, or other means will be discussed in detail. Model selection, statistical validation, adverse impact mitigation, and practical applications will be covered.

Ben Taylor, HireVue, Presenter

Submitter: Benjamin J. Taylor, bentaylorcse@gmail.com

See pp. 6-7 for CE info

332. Symposium/Forum: 1:30PM-2:50PM 204 C
The Quarterback Problem: When Predicting Success Is Difficult
How do we hire when we can’t tell who’s right for the job? This question, posed in The New Yorker by Malcolm Gladwell (2008), is the impetus for this symposium. Research is presented on predicting success in challenging situations such as those involving financial advisors, IT workers, and NFL players.

Paul J. Hanges, University of Maryland, Chair

Harold W. Goldstein, Baruch College & The Graduate Center, CUNY, Diversity and IT Jobs: Alternatives for Predicting Success for Women
Ken Yusko, Marymount University, Charles A. Scherbaum, Baruch College & the Graduate Center, CUNY, Rachel Ryan, Baruch College and The Graduate Center, Intelligence as a Predictor of NFL Performance

Submitter: Harold W. Goldstein, harold.goldstein@baruch.cuny.edu

333. Panel Discussion: 1:30PM-2:50PM 205 A
Putting up Your Shingle: Business Tips for I-O Entrepreneurs
This session will present grounded advice to I-O professionals who wish to “put up their own shingles” and run their businesses successfully. The panel will feature I-O consultants who will candidly share their experiences and insights, and provide practical advice to those who dream of being future I-O entrepreneurs.

Patricia Denise J. Lopez, Alliant International University, Chair
Jonathan Troper, California School of Professional Psychology, Co-Chair
Cynthia H. Alt, Alt Consulting, Panelist
Paul H. De Young, Sell, Panelist
Kenneth M. Nowack, Envisia Learning, Panelist
Farnaz Namim-Hedayati, Alliant International University, Panelist

Submitter: Patricia Denise J. Lopez, dilopez@alliant.edu

334. Master Tutorial: 1:30PM-2:50PM 205 B
Seven Steps for Writing Great Technical Reports
Few I-O psychologists leave graduate school with an adequate understanding of how to communicate technical information in an efficient way. This session will outline 7 reminders for writing effective technical reports and how their styles differ from journal submissions. Learning objectives are applicable to many document types.

Lorin M. Mueller, Federation of State Boards of Physical Therapy, Presenter

Submitter: Lorin M. Mueller, lmueller@fsbpt.org

See pp. 6-7 for CE info

335. Panel Discussion: 1:30PM-2:50PM 206 A
The Amazon Culture: Should it be Emulated or Denigrated?
The work culture established by Jeff Bezos at Amazon has made headlines across America. This panel will discuss the culture attributed to his leadership as it impacts its workers and the enterprise. Should it become a part of the business culture of America or discarded as an anomaly?

Jeffrey M. Saltzman, OrgVitality, Chair
Walter Reichman, Org Vitality, Panelist
William C. Byham, Development Dimensions International (DDI), Panelist
David B. Peterson, Google, Panelist
Gordon J. Curphy, Self-employed, Panelist

Submitter: Walter Reichman, walterreichman@gmail.com

336. Roundtable/Conversation Hour: 1:30PM-2:50PM 207 A
Unraveling the Mystery of High-Potential Programs
High-potential programs are used to identify and rapidly develop future organizational leaders. Born from practitioners, increasing attention is being paid by researchers to determine the effectiveness of such programs. Groups of researchers and practitioners will participate in a discussion on scenarios involving developing and implementing high-potential programs.

Neha Singla, CEB, Host
Amy L. Stellmack, CEB, Host
Christine E. Corbet, Right Management, Host
Jim Peters, Kom Ferry, Host

Thomas S. Skiba, Developmental Dimensions International (DDI), Host
Submitter: Neha Singla, nehasingla3@gmail.com

337. Panel Discussion: 1:30PM-2:50PM 207 B
Shepherding a Shift: Building a Culture of Assessment
As a field, we have devoted little attention to developing best practices around implementing new assessment processes within organizations. The purpose of this session is to share case studies and best practices on this topic. Panelist will discuss approaches and the challenges they faced in facilitating assessment change within organizations.

Tara K. McClure, Aon Hewitt, Chair
Lycia A. Carter, U.S. Customs and Border Protection, Panelist
Billi M. Ford, JPI Consulting, Panelist
Michael C. Heil, Aon Hewitt, Panelist
Suzanne Tsacoumis, HumRRO, Panelist
Susan A. Walker, FedEx Freight, Panelist

Submitter: Tara K. McClure, tara.mcclure01@hotmail.com

338. Alternative Session Type: 1:30PM-2:50PM 207 C
Putting the I in Team: Unlocking Team Potential Through Inclusion
The proposed presentation will provide valuable insight into the factors that are critical for shaping inclusion in organizations, as well as the behaviors that leaders can promote among employees to foster an inclusive team climate. Specific techniques to build climates for inclusion in diverse organizations will be discussed.

Miliani Jimenez, U.S. Army Research Institute, Chair
Lisa H. Nishi, Cornell University, Bradford S. Bell, Cornell University, A Quasi-Experimental Study of Leader Training for Cultivating Inclusive Climates
Melinda Key-Roberts, U.S. Army Research Institute, Rachell L. Jones, U.S. Army Research Institute, This Is How You Do It: Innovative Strategies for Inclusion
Zachary N.J. Horn, Stitch Fix, The Inclusion App: Building an Inclusive Workplace With Mobile Technology

Submitter: Miliani Jimenez, miliani.jimenez@gmail.com
Hilton Anaheim

This session features 3 distinct approaches to the topic of enterprise security and safety, considering different ways I-O psychologists can contribute in this area. Topics include prediction of safety from individual and organizational perspectives, as well as developing the cyber security leadership talent pipeline.
Marc B. Sokol, Sage Consulting Resources, Chair
Robert Hogan, Hogan Assessment Systems, Panelist
Daniel R. Denison, International Institute for Management Development, Panelist
Lori N. Nieminen, Denison Consulting, Panelist
Submitter: Marc B. Sokol, marc.sokol@sagehrd.com

340. Panel Discussion: 1:30PM-2:50PM 303 A You’re the “I” to my “O”: Developing Successful Interdisciplinary Experiences
This panel will provide insights into how graduate students and early career I-O psychologists can benefit from engaging in interdisciplinary research (IDR) and building diverse networks across a variety of domains. Topics include brainstorming new ideas, methods, and research directions for integrating I-O psychology perspectives with other domains.
Julie A. Steinke, The MITRE Corporation, Co-Chair
Darrell S. Kelly, Wright State University, Co-Chair
Reeshad S. Dalal, George Mason University, Panelist
Kathryn G. Van Dixhorn, Nationwide Insurance, Panelist
Cristina D. Kirkendall, U.S. Army Research Institute for the BSS, Panelist
Submitter: Julie A. Steinke, julieanne.steinke@gmail.com

341. Symposium/Forum: 1:30PM-2:50PM 303 B Current Perspectives on Person-Centered Leadership Research
Researchers and practitioners describe their person-centered leadership research findings. Data presented address the relative efficacy of person-centered and variable-oriented approaches to predicting leader effectiveness, the replicability of leader personality profiles across national cultures, and the relation of personality and implicit leadership theory patterns to judgments of leader effectiveness.
William H. Macey, Carlsbad Research Group LLC, Chair
Leaatta M. Hough, Dunnette Group, Ltd. & HirePayoff, Discussant
Jeffrey M. Conte, San Diego State University, Tonia S. Heffner, U.S. Army Research Institute, Scott Roesch, San Diego State University, Person-Centered Research Linking Personality and Leadership in the Army
Allison B. Yost, CEB, David P. Costanza, George Washington University, Using Person-Variable Hybrid Techniques to Predict Leadership Effectiveness From Personality
Roseanne J. Fott, Virginia Tech, Nicole J. Thompson, Transformation Systems, Inc., Judgments of Leadership: Patterns of Implicit Theories and Personality
William H. Macey, Carlsbad Research Group LLC, Mark A. LoVerde, CEB, Dave Bartram, CEB, Evidence for a Replicable Leadership Typology
Submitter: William H. Macey, wmacey9@gmail.com

342. Panel Discussion: 1:30PM-2:50PM 303 C Developing National Research Policy With Use-Inspired Science for Organizational Research
This panel follows recent efforts by SIOP to engage members in understanding and contributing to federal research policy. This is a forum for introduction to, and discussion of, how members can more fully engage in developing a research agenda for the organizational sciences via informed understanding of the scientific enterprise.
Stephen M. Fiore, University of Central Florida, Chair
Steve W. J. Kozlowski, Michigan State University, Panelist
Ruth Kanfer, Georgia Institute of Technology, Panelist
Gregory A. Ruark, U.S. Army Research Institute, Panelist
Submitter: Stephen M. Fiore, sfiore@ist.ucf.edu

343. Alternative Session Type: 1:30PM-2:50PM 303 D Mentoring Session for Women in I-O Psychology: Unusual Career Paths
This session combines a panel discussion and roundtable mentoring with four accomplished women whose careers do not fit traditional I-O academic or consulting molds. It will leverage the panelists’ diverse experiences across both academia and practice to provide attendees with insight into the different career choices available.
Silvia Bonaccio, University of Ottawa, Co-Chair
Jane Wu, IBM, Co-Chair
Alison L. O’Malley, Butler University, Presenter
Tatiana M. Olson, Naval Aerospace Medical Institute, Presenter
Inni Kokkinou, Savannah College of Art and Design, Presenter
Lynda Zugec, The Workforce Consultants, Presenter
Submitter: Silvia Bonaccio, bonaccio@telfer.uottawa.ca

344. Poster Session: 2:00PM-2:50PM Ballroom A-E Emotions/Personality
344-1 Denial and Empathy: Partners in Employee Trust Repair?
This poster examined the value of leader empathy, responses to an integrity-based violation (apology vs. denial), and nature of consequences (personal vs. organizational), on trust repair. Data revealed that presence of leader empathy repaired trust better than its absence and, when coupled with a denial response, produced increased perceptions of integrity.
Zhanna Bagdasarov, California State University, Fresno
Shane Connelly, University of Oklahoma
James Johnson, U.S. Air Force
Submitter: Zhanna Bagdasarov, zhannab@csufresno.edu

344-2 Predicting Performance and Person–Job Fit With Guilt and Shame Proneness
The reliability, convergent and discriminant validity, and criterion-related validity of two new measures of guilt and shame proneness is examined. The results reveal that the new measures predict job performance and person–job fit, and that the new measures add value to previously validated assessments for predicting person–job fit.
Rebekkah Beeco, U.S. Army Research Institute for the Behavioral and Social Sciences
Robert Kilcullen, U.S. Army Research Institute for the Behavioral and Social Sciences
Kristen Swigart, Consortium of Universities of the Washington Metropolitan Area
James Wilcox, Consortium of Universities of the Washington Metropolitan Area
Submitter: Rebekkah Beeco, rfw.beecco@gmail.com

344-3 Theoretically Modeling the Personality–Performance Relationship at Narrow Levels
Personality–performance studies often fail to measure performance narrowly and do not specify relationships between narrow traits and narrow performance facets. This study evaluates narrow personality–performance relationships using SEM to better understand and describe why personality predicts performance.
Nikki Blacksmith, The George Washington University
Meredith R. Coats, George Washington University
Renee F. Yang, McGraw Hill Financial
Submitter: Nikki Blacksmith, nikkiblacksmith@gmail.com

344-4 Helping Makes Great Happiness and Less Fatigue: A Reciprocal Model
Using experience sampling data from 200 nurses, we found that individuals with higher positive affect, lower negative affect and fatigue exhibited more interpersonal citizenship behaviors, which in turn increased positive affect, reduced negative affect and fatigue. We also examined the moderating effects of time and DRD4 gene.
Ya-Ting Chuang, Peking University
Jinlong Zhu, National University of Singapore
Zhaoli Song, National University of Singapore
Jiping Li, Sichuan University
Xiaofei Xie, Peking University
Submitter: Zhaoli Song, bizszl@nus.edu.sg
344-5 The Effect of Occupational Commitment and Empowerment on Emotional Labor
This research suggests that occupational commitment and empowerment predict emotional labor. Based on a sample of 239 employees working in the hotel, the results demonstrate that occupational commitment and empowerment are positively associated with emotional labor.
Kwiyoung Chung, University of Western Ontario
Joo yeon Oh, Korea University
Submitter: Kwiyoung Chung, kchung.phd@ivey.ca

344-6 The Validity of Compound Trait Estimates of Narrow Personality Traits
Data from the Eugene-Springfield Community Sample are used to examine if individuals’ standing on narrow personality traits can be made through simple unit-weighted combinations of Big 5 personality trait scores. It is found that standing on some narrow traits can be estimated well without a significant sacrifice in criterion validity.
Marcus Crede, Iowa State University
Peter D. Harms, University of Alabama
Nikki Blacksmith, The George Washington University
Dustin Wood, University of Alabama
Submitter: Marcus Crede, mcrede@iastate.edu

344-7 Effects of Emotional Labor Training on Deep-Acting and Emotional Exhaustion
This poster examined the effects of a deep level acting training program on deep level acting, emotional exhaustion, and levels of training effectiveness. The deep level acting training successfully increased participants’ deep level acting skills, but did not decrease participants’ emotional exhaustion. Evaluation of the program was favorable regarding training evaluation.
Catherine S. Daus, Southern Illinois University-Edwardsville
Justine A. Breedon, Directors Guild of America
Submitter: Catherine S. Daus, cdaus@siue.edu

344-8 SJTs, Personality, and g: Discriminant Validity, But Some g-Related Issues
This study examined the discriminant validity of situational judgment tests (SJT), using multiple regression (N = 558) to predict SJT scales from g-loaded and personality scales. Results indicated that although redundancy was generally low (most R’s < .10), the g-loaded scale showed significant unique predictive power for many SJT scales.
Robert J. Harvey, Virginia Tech
Submitter: Robert J. Harvey, harveyrj@vt.edu

344-9 Cognitive Processing of Personality Items and Motivation to Fake
The paper examines the effects of faking motivation on cognitive processes and self-ratings of personality test items. Processes and self-ratings as a job applicant are more similar to honest responding than a fake-good responding. Yet, there are important differences between honest responding and responding as a job applicant.
Neil M. A. Hauenstein, Virginia Tech
Patrick Gavan O’Shea, Human Resources Research Organization (HumRRO)
Kevin M. Bradley, Human Resources Research Organization (HumRRO)
Douglas Magill, University of Akron
Submitter: Neil M. A. Hauenstein, nhauen@vt.edu

344-10 The Role of Context in Contextualized Personality Assessments
A confirmatory factor analysis of scales from a Big 5 personality measure given under work, school and leisure contexts was conducted. Consistent with the hypothesis, the best fitting model included latent traits for each of the Big 5 traits and 3 latent traits for each of the contexts.
Eric D. Heggestad, University of North Carolina Charlotte
Andrew C. Loignon, University of North Carolina Charlotte
Katherine Frear, University of South Carolina Upstate
David J. Woehr, University of North Carolina Charlotte
Submitter: Eric D. Heggestad, edhegges@uncc.edu

344-11 Picture This: The Effects of Subtle Affective Stimuli in Organizations
This field experiment examined the impact of subtle affective cues on employees’ affective experiences and behaviors. Results showed that a subtle affective stimulus (i.e., smiling picture) significantly enhanced employees’ positive affect and reduced participants’ negative affect, which in turn influenced their in-role performance, extra-role performance, and emotional exhaustion.
Xiaoxiao Hu, Old Dominion University
Yujie Zhan, Wilfrid Laurier University
Xiang Yao, Peking University
Rebecca C. Garden, Old Dominion University
Submitter: Rebecca C. Garden, gardenrc@gmail.com

344-12 Anger and Guilt: Impacts on Sensemaking and Ethical Decision Making
This study investigates the impact of experiencing anger and guilt when involved in an ethical quandary. By taking a sensemaking approach, results showed that guilt was generally more beneficial than anger for making ethical decisions, but both emotions drew participants’ attention to particular aspects of the situation.
Genevieve Johnson, American Institutes for Research
Shane Connelly, University of Oklahoma
Submitter: Genevieve Johnson, johnson.gen@gmail.com

344-13 Working in Pajamas: Teleworker Impression Management and Emotional Exhaustion
Telework programs are increasingly commonplace in organizations, as these entities compete to attract and retain high-potential employees. Based on impression management theory and the conservation of resources (COR) model of stress and burnout, the authors theorize regarding the link between impression management and emotional exhaustion in a telework context.
Felicia O. Kaloydis, Worthing Consulting
Michael E. Kaloydis, Worthing Consulting
Charles A. Mokuolu, Harvard Business School
Submitter: Felicia O. Kaloydis, fk@worthingconsulting.com

344-14 Subjective Fatigue as a Mediator of the Affect–Performance Relationship
An experience sampling study examined subjective fatigue as a mediator of the affect-performance relationship. Findings show that average fatigue, specifically the lack of motivation dimension of fatigue, is a significant mediator of the relationship between day affect and daily work performance.
Sophie A. Kay, Georgia Institute of Technology
Kelsey L. Merlo, Georgia Institute of Technology
Howard M. Weiss, Georgia Institute of Technology
Submitter: Sophie A. Kay, skay@gatech.edu

344-15 Expanding the View of Emotional Labor: A Socioanalytic Perspective
This poster examined the relationship between personality traits, which are based on socioanalytic theory, and job performance through emotional labor process. Findings confirm significant mediator effects of positive affectivity and deep acting on job performance, organizational commitment, and job satisfaction. Overall, ambition was the strongest predictor among the 7 personality traits.
Young-Jae Kim, University of Georgia
Brian J. Hoffman, University of Georgia
Submitter: Young-Jae Kim, youngjae.kim25@uga.edu

344-16 Emotion Regulation in Organizations: Content Review and Future Research Agenda
This poster reviews the emotion regulation (ER) literature by examining the: (a) definitions of emotion regulation, (b) types of organizational samples used in ER research, and (c) content of ER items. The samples and measures used are found reinforce a hedonistic paradigm. Implications and future directions of ER research are discussed.
Matthew L. LaPalme, University of Central Florida
Dana Joseph, University of Central Florida
Submitter: Matthew L. LaPalme, mllmill90@gmail.com
434-17 STEM Degree Attainment: The Tale of Two Predictors
This poster examined how ability and interest fit codevelop from adolescence to early adulthood and subsequently predict the probability of receiving a college degree in the STEM field. Results confirmed the importance of these 2 predictors of STEM success and further helped resolve conflicting perspectives regarding their causal relationship.
Huy Le, University of Texas at San Antonio
Steven B. Robbins, ETS
Submitter: Huy Le, huyanhl@gmail.com

434-18 Measuring Emotional Intelligence: A Low-Cost Alternative to the MSCEIT
The results of a confirmatory factor analysis on the DANVA 2, STEU-B, and STEM-B indicate these 3 measures capture the 3 branch model of emotional intelligence. Results suggest this test battery can be used as a low cost measurement alternative to the MSCEIT.
Mallory A. McCord, University of Central Florida
Katherine E. Ciarlante, University of Central Florida
Dana Joseph, University of Central Florida
Submitter: Mallory A. McCord, m.mccord@knights.ucf.edu

434-19 The Mediating Role of Attention in the Emotion–Performance Relationship
Previous research linking emotions and performance focuses on individual differences. This study examines this link from a within-person perspective and investigates the within-person relationship between emotions, attention, and performance. Negative emotions impaired task-related attention and performance, whereas positive emotions facilitated task-related attention and performance.
Kelsey L. Merlo, Georgia Institute of Technology
Sophie A. Kay, Georgia Institute of Technology
Howard M. Weiss, Georgia Institute of Technology
Submitter: Kelsey L. Merlo, kmerlo@gatech.edu

434-20 Emotional Labor: Response Differences Between Turkish and American Workers
Responses differences to emotional labor were found between Turkish and American worker. There was no differences in their response to deep acting. Turkish workers showed none of the negative effects of surface acting. For Turkish workers the negative effects of surface acting were moderated by collectivism.
Ashley E. Nixon, Willamette University
Savas Ceylan, Hacettepe University
Carnot E. Nelson, University of South Florida
Merve Alabak, Bilkent University
Submitter: Ashley E. Nixon, ashley.e.nixon@gmail.com

434-21 Organizational Factors that Impact the Overqualification and Burnout Relationship
This poster examined the direct and indirect effects of overqualification on feeling of emotional exhaustion on the job. From the sample of staff members at a large southern university, results indicated that overqualification related to emotional exhaustion directly and indirectly through perceived organizational support and leader–member exchange.
Tunji Oki, AptMetrics
Lars U. Johnson, University of Houston
Joseph G. Zaragoza, University of Houston
Submitter: Tunji Oki, tunjioki@gmail.com

434-22 Surface Acting and Emotional Support among Supervisor-Subordinate Dyads
Drawing on the conservation of resources theory and the social exchange theory, the authors propose that supervisor surface acting will lead to subordinate surface acting during supervisor-subordinate interactions. The exchange process of emotional support in the supervisor–subordinate dyadic relationship was tested as an important conceptual mechanism.
Yisheng Peng, Bowling Green State University
Steve M. Jex, Bowling Green State University
WenQin Zhang, Nanjing University of Finance & Economics
Submitter: Yisheng Peng, pengyisheng2012@gmail.com

434-23 No Pay, Yes Way!: Volunteers Engage in Emotional Labor
Volunteers are expected to provide customer service to nonprofit organization clients. Emotional labor is important for good service, and volunteers engage in emotional labor similar to employees. Results indicate volunteers engage in emotional labor, and surface acting mediates the relationship between display rules and emotional exhaustion.
Kelly A. Prange, University of Nebraska-Omaha
Joseph A. Allen, University of Nebraska-Omaha
Lisa Leahy Scherer, University of Nebraska-Omaha
Tara Augustin, University of Nebraska-Omaha
Submitter: Kelly A. Prange, kprange@unomaha.edu

434-24 Individual-Level Predictors of Attitudes and Behaviors About “Near Misses”
Near misses are work events that could have led to errors, and they are frequent but understudied phenomena. Data from a sample of working adults support how individual differences such as personality and perceived workload predict attitudes and reporting thresholds regarding near-miss events.
Kraig L. Schell, Angelo State University
Evan Mullfinger, Rice University
Fred Oswald, Rice University
Submitter: Kraig L. Schell, kraig.schell@angelo.edu

434-25 Emotional Intelligence and State Affect in Competitive Versus Cooperative Negotiations
Drawing on trait activation theory, the current study tests how both ability- and trait-based emotional self-regulation and perception interact with negotiation situations to influence outcomes via state affect. Moderated mediation analyses suggest self-regulation is more important in competitive contexts whereas perception is detrimental in cooperative contexts.
Dan V. Simonet, Montclair State University
Robert P. Tett, University of Tulsa
Anupama Narayan, University of Tulsa
Submitter: Dan V. Simonet, dvsimonet@gmail.com

434-26 Rating Enhancement in Personality Assessment: Are Observer Ratings Immune?
This poster explores whether self and observers are differentially influenced by social desirability in personality assessment. 217 targets rated their personalities and recommended another to do so, and then the recommender suggested another. All rater types exhibited the social desirability effect, with self-raters exhibiting the least susceptibility toward the socially desirable.
Alicia Stachowski, University of Wisconsin-Stout
John Kulas, St. Cloud State University
Derek Howe, University of Wisconsin-Stout
Joshua Royes, University of Wisconsin-Stout
Submitter: Alicia Stachowski, stachowski@uwstout.edu

434-27 Examining the Replicability of Trait–Trait Interactions in Local Validation Studies
This study examined the incremental predictive validity of trait–trait interaction terms beyond additive regression models using the Big 5 personality traits for supervisor-rated job performance. Across 141 criterion validity studies including 14,744 participants, none of the 10 trait–trait interaction terms provided substantial incremental prediction of performance.
Leah S. Tecl, The University of Tulsa
Bradley J. Brummel, The University of Tulsa
Jeff Foster, Hogan Assessment Systems
Mindy K. Shoss, University of Central Florida
Submitter: Bradley J. Brummel, bradley-brummel@utulsa.edu

434-28 Emotional Labor Strategies, Customer Detection Accuracy and Service Outcomes
This poster examined the effects of employee emotional labor strategies and the congruence and incongruence effect of employee emotional labor and customer perception of employee emotional labor on customer trust, which in turn influences customer loyalty. The hypotheses were tested based on 385 service employees and customers dyads in restaurants.
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Xiao-Yu Liu, University of International Business and Economics
Jing Wang, York University
Chen Zhao, Capital Normal University
Submitter: Liu-Qin Yang, liuqinyang@pdx.edu

345. Poster Session: 3:30PM-4:20PM Ballroom A-E
Research Methods/Technology
345-1 Crowdsourcing the Development of a Job Satisfaction Measure
This poster examined the viability of employing crowdsourced respondents to assist in the generation of a job satisfaction measure. It was found that the crowd was able to generate a psychometrically sound measure of job satisfaction, albeit with the direction and oversight of an academic project team.
Christopher M. Allred, North Carolina State University
Gabriel Pappalardo, North Carolina State University
M.K. Ward, North Carolina State University
Adam W. Meade, North Carolina State University
Submitter: Christopher M. Allred, cmallred@ncsu.edu

345-2 Using Gamification to Improve Training Reactions and Learning
The technology-enhanced training effectiveness model was applied to test training outcomes in an instruction design gamified with narrative. Participants reacted more positively to the gamified training than to traditional training, with no decreases in declarative knowledge. Narrative integration is demonstrated to be a cost-effective modification to training.
Michael B. Armstrong, Old Dominion University
Richard N. Landers, Old Dominion University
Submitter: Michael B. Armstrong, marmso18@odu.edu

345-3 Evidence-Based Understanding of Management Research Articles’ Introductions: A Linguistic Approach
Although several editorials have presented best-practice examples for writing introductions, evidence-based advice is lacking. Applying an applied linguistics model to the analysis of a sample of introductions of US-based and Indian management journals, rhetorical patterns of introductions were identified, illuminating the expectations of journal editors and reviewers.
Nida ul Habib Bajwa, Universität des Saarlandes
Cornelius J. König, Universität des Saarlandes
Thiemo Kunze, Universität des Saarlandes
Submitter: Nida ul Habib Bajwa, n.bajwa@mx.uni-saarland.de

345-4 Participant-Defined Mapping: New Perspectives to Study Human-Space Interaction
Participant-defined mapping, a visual data collection approach, provides data that can explain the underlying mechanisms of the relationships between spatial constructs and employee attitudes and behaviors. In this paper, participant-defined mapping technique is described, potential areas of application are reviewed, and an experimental example is provided.
Balca Bolumnez, George Mason University
Laura Fletcher, George Mason University
Frances J. Kim, George Mason University
Eden B. King, George Mason University
Submitter: Balca Bolumnez, bbolunme@gmu.edu

345-5 Employee Technology Use: Mediating Processes and Individual Difference Moderators
A moderated mediation model attempting to explain the relationship between behavioral intention and organizational technology use was tested. Although moderated was not supported, it was found that implementation plans mediate the intention–use relationship, with computer self-efficacy also playing a role. Results and implications are discussed.
Robbie C. Brusso, ICF International
Richard N. Landers, Old Dominion University
Submitter: Robbie C. Brusso, rcrusso@gmail.com

345-6 Social Media and Ethics: The Role of Context and Personality
This study examined the influence that social media presentation formats and personality characteristics have on perceptions of the 4 aspects of Jones (1991) issue-contingent model of moral intensity. Findings indicate social media format influences social consensus and reveal an interactive effect with conscientiousness on both problem recognition and ethical sensemaking.
Rahul Chauhan, West Texas A&M University
Shane Connelly, University of Oklahoma
Submitter: Rahul Chauhan, rahul.s.chauhan@ou.edu

345-7 Amazon Mechanical Turk Practical Guide for Researchers in I-O Psychology
Amazon Mechanical Turk (MTurk) is an increasingly popular data source in the I-O psychology research community. This paper provides a summary of how MTurk samples are being used in top industrial-organizational psychology journals and practical recommendations for best practices in overcoming generalizability concerns and enhancing data quality from MTurk.
Janelle H. Cheung, Clemson University
Deanna K. Burns, Clemson University
Robert R. Sinclair, Clemson University
Michael T. Sitter, FurstPerson
Submitter: Janelle H. Cheung, janelle.h.cheung@gmail.com

345-8 The Extent of P-Hacking in I-O Psychology
Two studies investigate p-hacking in I-O research. Using 3,362 correlation coefficients published in 61 meta-analyses, Study 1 results suggest that p-hacking does not threaten meta-analytic inferences. Drawing on a database of 134,899 correlation coefficients, Study 2 results indicate p-hacking may affect up to 15% of research findings in I-O psychology.
James G. Field, Virginia Commonwealth University
Christopher A. Baker, Virginia Commonwealth University
Frank A. Bosco, Jr., Virginia Commonwealth University
Michael A. McDaniel, Virginia Commonwealth University
Sven Kepes, Virginia Commonwealth University
Submitter: James G. Field, j.g.field@hotmail.com

345-9 Natural Language Classifiers and Sentiment Analysis for Open-ended Survey Responses
This study utilized a natural language classifier (NLC: software that can read human language) to explore the statistical characteristics of sentiment in an employee engagement survey (n = 262). A variable was conceptualized—negative sentiment ratio—that correlated significantly with outcomes of interest, namely job satisfaction, persistence, and organizational commitment.
Phillip L. Gilmore, Infor Talent Science
Patricia E. Grabarek, Infor Talent Science
Submitter: Phillip L. Gilmore, philpilgimore@gmail.com

345-10 Assessing the Equivalence of Mobile-Based GMA Testing
This study examines the equivalence of a test of general mental ability administered on computer, tablet, and smartphone via differential item functioning (DIF). Only 2 of 45 items in the test exhibited DIF. Potential causes for DIF are discussed along with implications for such tests in an operational setting.
Michael Grossenbacher, Wonderlic, Inc
Matthew I. Brown, Wonderlic, Inc
Daniel Nguyen, Wonderlic Inc
Submitter: Michael Grossenbacher, magrossenbacher@gmail.com

345-11 Video Killed the Interview Star: Does Picture-in-Picture Affect Interview Performance?
This poster explores how picture-in-picture (e.g., seeing yourself) affects online interview performance. The picture-in-picture window resulted in increased cognitive load but did not affect applicant reactions or performance. Although it is encouraging that interview outcomes were not affected by picture-in-picture, the increase in cognitive load from picture-in-picture is potentially problematic.
Ryan G. Horn, The George Washington University
Tara S. Behrend, The George Washington University
Submitter: Ryan G. Horn, ryanhorn@gwu.edu

345-12 Knowing an Organization, Digitally: Simulation Games in the Socialization Process
A lab study demonstrates that simulation games are less effective than informational packets at developing declarative knowledge and
mental models, supporting seductive detail theory; however, supporting malleable-self theory, simulation games are more effective at developing organizational value clarity, role clarity, P-O fit, work self-efficacy, positive reactions, and reduced stress.

Matt C. Howard, The Pennsylvania State University
Julia C. Rose, The Pennsylvania State University
Elif U. Dogru, The Pennsylvania State University
Laurie-Ann Millard, The Pennsylvania State University
Emily K. Mahla, The Pennsylvania State University
Fanlu Gui, The Pennsylvania State University
Juseob Lee, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu


The authors create training–technology fit theory, which integrates training scholarship on task–technology fit, working memory, fidelity, and entertainment. Then, a meta-analysis is performed that supports the new theory: technologies that require large amounts of working memory are best at improving outcomes that require little working memory to develop, and vice versa.

Matt C. Howard, The Pennsylvania State University
Juseob Lee, The Pennsylvania State University
Julia C. Rose, The Pennsylvania State University
Elif U. Dogru, The Pennsylvania State University
Laurie-Ann Millard, The Pennsylvania State University
Emily K. Mahla, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu

345-14 A Meta-Analysis of Virtual Reality Hardware, Software, and Participant Populations

Several factors lead to a successful virtual reality (VR) intervention, most notably the hardware, software, and participant population. A meta-analysis is performed that demonstrates that specialized display hardware (i.e. head-mounted displays, etc.), video game elements (i.e. score, competition, etc.), workplace samples, and no-treatment control groups positively impact VR intervention effectiveness.

Matt C. Howard, The Pennsylvania State University
Juseob Lee, The Pennsylvania State University
Elif U. Dogru, The Pennsylvania State University
Julia C. Rose, The Pennsylvania State University
Emily K. Mahla, The Pennsylvania State University
Laurie-Ann Millard, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu

345-15 Do Mobile Devices Have an Impact on Working Memory?

This research investigated whether mobile devices have a greater impact on working memory than computers. Repeated measures data was analyzed from 32 participants who completed complex span tasks on mobile devices and computers. Results indicated that tests took longer to on mobile devices, but no test score differences.

Kyle C. Huff, Georgia Gwinnett College

Submitter: Kyle C. Huff, kchuff@gmail.com

345-16 3D Game Delivery Method Impacts on Business Ethics Learning

A quasi-experiment study evidenced that (a) the objectivist-based delivery method was optimal in increasing learning of business ethics via an online, 3D virtual reality game; (b) ease of game use predicted perceptions of game usefulness and effectiveness, and (c) women outperformed men and perceived the game more favorably than men.

Suzy Jagger, University of Roehampton
Hannah-Hanh D. Nguyen, University of Hawaii at Manoa
Diane Sloan, University of Northumbria

Submitter: Hannah-Hanh D. Nguyen, hhnguyen@hawaii.edu

345-17 Sharing Political and Religious Information on Facebook: Coworker Reactions

This poster investigated coworker liking as a mediator in the relationship between Facebook information disclosure and 3 work outcomes. Although religious disclosure had no significant effects, political belief disclosure on Facebook related to lower trust, helping behavior, and job performance ratings from coworkers, all mediated by reduced coworker liking.

Felicia O. Kaloydis, Worthing Consulting
Erin M. Richard, Florida Institute of Technology

Submitter: Felicia O. Kaloydis, fk@worthingsconsulting.com

345-18 Careless Survey Responses: Emotional, Cognitive, Behavioral, and Workplace Nomological Network

A nomological network of emotional (e.g., affect), behavioral (e.g., distractions), cognitive (e.g., ambivalence), and workplace (e.g., job involvement) variables was examined in relation to 8 careless response indices using data from 51B participants. Careless response indices should be selected based on the type of careless responding one wishes to detect.

Christopher J. Lake, University of Minnesota-Duluth
Jessa L. Youso, University of Minnesota
Areanna M. Lakowske, University of Minnesota-Duluth
Michael Ward, University of Minnesota-Duluth
Alison G. Shrift, University of Minnesota-Duluth
Mackenzie Raboin, University of Minnesota Duluth

Submitter: Christopher J. Lake, lakecjd.umn.edu

345-19 Dear Computer, Teach Me Manners: Virtual Employment Interview Training

In an attempt to expand research on interview training, this study introduces virtual interview training. Participants completed a virtual interview which provided automatic feedback on their nonverbal behavior. In a subsequent mock interview, participants reported less fear and showed better interview performance. The latter effect was mediated by nonverbal behavior.

Markus Langer, Universität des Saarlandes
Cornelius J. König, Universität des Saarlandes
Patrick Gebhard, Deutsches Forschungszentrum für Künstliche Intelligenz
Elisabeth André, Universität Augsburg

Submitter: Markus Langer, Markus_Langer@gmx.net

345-20 Testing Pretraining Interventions for Virtual Reality Training: Investigating Seductive Details

In Study 1, a habituation pretraining intervention, targeting cognitive overload, was not effective in improving trainee learning outcomes from a virtual reality training program, and a “think-aloud” metacognitive strategy pretraining intervention, targeting distraction, worsened learning outcomes. In Study 2, an attentional advice pretraining intervention, targeting distraction, significantly improved learning outcomes.

Juseob Lee, The Pennsylvania State University
Matt C. Howard, The Pennsylvania State University
Elif U. Dogru, The Pennsylvania State University
Julia C. Rose, The Pennsylvania State University
Emily K. Mahla, The Pennsylvania State University
Fanlu Gui, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu

345-21 Extending the Uncanny Valley Theory to Simulations

Two studies investigate the disordinal interaction between environment and control within simulations through expanding the uncanny valley theory beyond animatronics. The quantity (Study 1) and realism (Study 2) of environment and control predict learning outcomes but not reactions, indicating that the uncanny valley phenomenon may operate subconsciously in simulations.

Juseob Lee, The Pennsylvania State University
Matt C. Howard, The Pennsylvania State University
Julia C. Rose, The Pennsylvania State University
Elif U. Dogru, The Pennsylvania State University
Emily K. Mahla, The Pennsylvania State University
Laurie-Ann Millard, The Pennsylvania State University
Fanlu Gui, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu
345-22 Mimicking Expertise: Using Eyetracking to Develop Better Cybersecurity Training
The human element is the weakest aspect of organizations’ cybersecurity infrastructures. This study used a qualitative analysis of eyetracking rendered images to identify differences between experts’ and novices’ approaches to determining the trustworthiness of emails, websites and social network posts. These differences could be used to better inform cybersecurity training.
Matthew J. Mol, University of Tulsa
Bradley J. Brummel, The University of Tulsa
Submitter: Matthew J. Mol, matthew-mol@utulsa.edu

345-23 Rethinking Intelligence Tests: Using Multidimensional IRT to Assess Ability
This poster tested whether multidimensional item response theory (MIRT) could improve prediction of job-related outcomes while minimizing adverse impact. Cognitive ability data from applicants and incumbents were modelled using CTT, unidimensional IRT, and MIRT. Results showed that MIRT demonstrated criterion-related validity and was the only method that exhibited little adverse impact.
Kyle Morgan, Aon Hewitt
Submitter: Kyle Morgan, kyle.morgan@aonhewitt.com

As mobile device research evolves, it’s critical to understand how accurately our classification of participants to device groups is to draw meaningful comparisons and conclusions. This study compares the accuracy of device detection methods. Results are expected to guide future research by providing best practice recommendations for device identification.
Jessica R. Petor, Select International
Ted B. Kinney, Select International
Luye Chang, Select International
Amie D. Lawrence, Select International
Don M. Moretti, Sears Holdings Corporation
Submitter: Jessica R. Petor, M.S., jessicapetor@gmail.com

345-25 #HireMe: Examining the Validity of SNS Applicant Evaluation
This study examined the relationship between social networking site (SNS)-derived applicant evaluation ratings and employee job performance, as well as the overlap between SNS-derived ratings and other methods of assessment. Limited validity evidence was found, which highlights a potential concern regarding the use of SNS evaluation in applicant selection contexts.
Amber N. Schroeder, Western Kentucky University
Sarah C. Adams, Western Kentucky University
Hayden K. Hickey, Western Kentucky University
Submitter: Amber N. Schroeder, amber.schroeder@wkul.edu

345-26 Determinants of Nonresponse to Online Applicant Reactions Surveys
Differences between respondents’ and nonrespondents’ attributes and personality were assessed for a web-based applicant reactions survey. Results indicated respondents had significantly more Internet knowledge, were more conscientious and agreeable than nonrespondents. Manipulating the justice of a selection system had no effect on the response rate of applicants to a follow-up.
Jack W. Stoughton, III, CEB
Richard D. Yentes, North Carolina State University
Lori L. Foster, North Carolina State University
Submitter: Jack W. Stoughton, III, will.stoughton@gmail.com

345-27 The Impact of Participant Experience on Policy-Capturing Results
This study examines how actual participant experience impacts the results of policy-capturing studies. Results suggest that an individual’s actual experience may influence overall behavioral intentions (i.e. level-2 main effects), but not the evaluation of any specific factor (i.e., cross-level interactions) thus not impacting the substantive conclusions of the study.
Ronald P. Vega, Fors Marsh Group
Xue Lei, George Mason University
Seth A. Kaplan, George Mason University
Submitter: Ronald P. Vega, ronvega27@gmail.com

345-28 ESEM to Examine Multidimensional Method Variance with Unmeasured Latent Constructs
Sources of common method variance (CMV) are likely multidimensional yet traditional confirmatory factor analysis models for CMV assume unidimensionality. If this assumption is not met, undercorrection for CMV occurs. This poster explains and demonstrates the use of exploratory structural equation modeling (ESEM) for modeling multidimensional CMV.
Larry J. Williams, University of North Dakota
Alyssa K. McGonagle, Wayne State University
Submitter: Alyssa K. McGonagle, alyssa.mcgonagle@gmail.com

345-29 Mobile Versus PC Web Surveys: Differences in Demographics and Engagement
Mobile devices have an ever-growing presence in the workplace, now serving as an additional mode for organizations to survey their employees. This study examined differences in demographics of respondents and engagement between surveys taken on mobile devices versus PCs. Significant differences were found for all variables, and implications are discussed.
Vivian A. Woo, Sirota
Shuang Yueh Pui, Sirota
Anthony W. Caputo, Sirota
Submitter: Vivian A. Woo, vwoo@sirota.com

346. Symposium/Forum: 3:30PM-4:20PM 201 A
The Many “I”s of a Team: Person-Centric Perspectives on Teamwork
This symposium revitalizes the person-centric perspective on work teams. Four papers will delve into the role of personal experiences in teams, personality traits, decision rules, and even pronouns, to understand the many “I”s of a team.
Joseph D. McDonald, Georgia Institute of Technology, Chair
Noshir Contractor, Northwestern University, Co-Chair
Benjamin R. Jones, Georgia Institute of Technology, Co-Chair
Gahyun Jeon, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, Roger Leenders, Northwestern University, Noshir Contractor, Northwestern University, Local Environment Richness and Intergroup Interaction Influence Perceptions of Interdependence
Neal Outland, DePaul University, Shanique G. Brown, DePaul University, Suzanne T. Bell, DePaul University, Jessica N. Cooperstein, Melissa Vazquez, DePaul University, Noshir Contractor, Northwestern University, Predicting Multi-team Processes: Other-Orientation Composition
Joseph D. McDonald, Georgia Institute of Technology, What Makes Teamwork Attractive? A Policy Capturing Study
Benjamin R. Jones, Georgia Institute of Technology, Lindsay E. Larson, Georgia Institute of Technology, Zachary Gibson, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, We and They: Pronouns and Individuals’ Psychological Representations of Groups
Submitter: Joseph D. McDonald, joe.mcdonald@gatech.edu

347. Panel Discussion: 3:30PM-4:20PM 201 B
Facilitating Successful I-O Internships: Considerations, Challenges, and Opportunities
This panel examines the process of facilitating successful internships from the organization’s perspective. Panelist with varied relevant experiences will provide advice, cautions, and recommendations for other organizations looking to host substantive and fruitful internships for both the company as well as the intern. Audience participation and questions are encouraged.
Maura J. Mills, Hofstra University, Chair
Kimberly Happich, PepsiCo, Panelist
Brian J. Ruggeberg, Aon Hewitt, Panelist
Peter J. Rutigliano, Sirota Consulting, Panelist
Comila Shahani-Denning, Hofstra University, Panelist
Submitter: Maura J. Mills, Maura.Mills@hofstra.edu

348. Alternative Session Type: 3:30PM-4:20PM 201 C
Using Data Visualization to Explain I-O Concepts
Communicating complicated I-O concepts and statistics to nontechnical audiences is an important, though challenging task, for the I-O pract-
354. Panel Discussion: 3:30PM-4:20PM 204 C
How to Sell the Value of I-O (Part II)
This panel will cover examples and lessons learned in the process of selling the value of our profession to different audiences. The authors want to equip the sessions’ attendees with a useful toolkit they can use to better represent the value I-O psychology brings to the table.
Irina F. Cozma, Development Dimensions International (DDI), Chair
Tobin V. Anselm, Microsoft Corporation, Panelist
Jazmine Espeso Boatman, Development Dimensions International (DDI), Panelist
Ted B. Kinney, Select International, Panelist
Ken Lahti, Psychobabble, Panelist
Nathan J. Mondragon, HireVue, Panelist
Submitter: Irina F. Cozma, irina.cozma@ddiworld.com

355. Panel Discussion: 3:30PM-4:20PM 205 A
Alternative Ways of Working: Flexible Advantage
Technological advancements, a global talent pool, and a volatile global economy have all contributed to rapid changes in the ways that work has traditionally been conceptualized. Organizations are increasingly shifting their cultures to embrace novel work arrangements designed to capitalize on employee wellbeing and ultimately, organizational productivity.
Bennett A. Price, PepsiCo, Inc., Chair
Andrea M. Bizarro, PepsiCo, Inc., Co-Chair
Timothy C. Lisk, Cornerstone, Panelist
Victoria J. Smoak, PepsiCo, Inc., Panelist
Aaron J. Kraus, Liberty Mutual Insurance, Panelist
Leslie M. Golay, Wells Fargo, Panelist
Submitter: Andrea M. Bizarro, andrea.bizarro@uconn.edu

356. Debate: 3:30PM-4:20PM 205 B
Can Technology Like Deep Learning Eliminate Adverse Impact Forever?
With the creation of convolution deep learning networks gender, race, and age can be predicted with unprecedented accuracy. As these technologies continue to push beyond superhuman accuracy can they be used to eliminate adverse impact completely? This debate will articulate the opinions, assumptions, and potential solutions of both sides.
Dave Winsborough, Winsborough Ltd., Moderator
Ben Taylor, HireVue, Presenter
Emilee Tison, DCI Consulting Group, Inc., Presenter
Emily Pelosi, CenturyLink, Presenter
Isaac Thompson, Redhat, Presenter
Submitter: Benjamin J. Taylor, bentaylorche@gmail.com
357. Symposium/Forum: 3:30PM-4:20PM  206 A
Advancing the Validity of Vocational Interests in the Workplace
Despite recent positive empirical findings relating vocational interests to work outcomes, more research is needed to understand the validity of interests. This symposium presents 3 studies that examine the validity of vocational interests for predicting work related outcomes and explore new ways of understanding their utility in the workplace.
Christopher D. Nye, Michigan State University, Chair
Murray R. Barrick, Texas A&M University, Discussant
Q. Chelsea Song, University of Illinois at Urbana-Champaign, Colin Jian Ming Wei, University of Illinois at Urbana-Champaign, Katherine Earl, University of Illinois at Urbana-Champaign, James Rounds, University of Illinois at Urbana-Champaign, Revisiting Interest Congruence and Job Satisfaction: Fourth Time's the Charm Brenton M. Wiernik, University of Minnesota, Deniz S. Ones, University of Minnesota, What's Your Greatest Passion? Intraindividual Interest Profiles and Work Performance Rong Su, Purdue University, Caitlin M. Porter, Purdue University, Bart Wille, Ghent University, Filip De Fruyt, Ghent University, Relative Importance of Personality and Interests in Predicting Career Success
Submitter: Christopher D. Nye, nyechrist@msu.edu

358. Roundtable/Conversation Hour: 3:30PM-4:20PM  207 A
Acquisition of KSAOs Through Online Games and Virtual Team Collaborations
Video games are growing in popularity, and with it, a new generation of workers who spend considerable time acquiring virtual experiences. Research has yet to explore which, if any, KSAO’s can be built and transferred through online gaming. This session’s objective is to connect researchers interested in exploring this topic.
Mgdrich A. Sirabian, Wayne State University, Host
Nathan Weidner, Missouri S&T, Host
Matthew S. Prevett, Central Michigan University, Host
Submitter: Mgdrich A. Sirabian, sirabionian@gmail.com

359. Panel Discussion: 3:30PM-4:20PM  207 B
Next Generation Performance Management Systems: Research Meets Practical Application
Research and position papers for several years have decried the shortcomings of performance management and have offered recommendations for improvement. This discussion will address some of the challenges faced and lessons learned as performance management process owners take steps to bring their systems into alignment with expert recommendations.
Jamie L. Winter, Development Dimensions International (DDI), Chair
Janette Frankl, Ashley Furniture Industries, Inc., Panelist
James R. Kauffman, Development Dimensions International (DDI), Panelist
Kenneth E. Podratz, UPS, Panelist
Submitter: James R. Kauffman, jim.kauffman@ddiworld.com

360. Panel Discussion: 3:30PM-4:20PM  207 D
Leaving the Pack: Discussions on Entrepreneurship in I-O Psychology
This session will provide practical advice to I-O psychologists interested in starting their own consulting practice. Discussion topics will include support systems for aspiring I-O entrepreneurs and guidance from experienced academics and practitioners who have made the move to break from the pack into the role of an entrepreneur.
Iris D. Rivera, IRIS Consulting, LLC., Chair
Russell A. Matthews, Bowling Green State University, Panelist
Matthew S. O’Connell, Select International, Inc., Panelist
Kizzy M. Dominguez, KPC, Panelist
Cathleen A. Swovy, Thrive Leadership, Panelist
Submitter: Iris D. Rivera, i.drivera@irisconsultingllc.com

362. Symposium/Forum: 3:30PM-4:20PM  303 A
Latest Findings in Conditional Reasoning: Writing JMs and New Scales
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
Mark N. Bing, University of Mississippi, Discussant
Justin A. DeSimone, University of Cincinnati, Jeremy L. Schoen, Georgia Gwinnett College, A Psychometric Assessment of the Conditional Reasoning Test for Integrity Elizabeth M. Grimaldi, The Pennsylvania State University, Michael E. Hoffman, The Pennsylvania State University, James M. LeBreton, The Pennsylvania State University, Measurement Issues Associated with the CRT-A: Examination of Sex DIF
Submitter: Jeremy L. Schoen, jeremy.schoen@gmail.com

363. Panel Discussion: 3:30PM-4:20PM  303 B
Managing Organizational Culture: Whose Job Is It Anyway?
The growing popularity of the chief culture officer (CCO) role has raised questions about how to effectively implement a specialized role to help manage organizational culture. Organizations undertake the management of organizational culture in various ways, making it worthwhile to discuss the effectiveness of different approaches.
Alice Wasstag, Denison Consulting, Chair
Angie Mannino, Baptist Health, Panelist
Gayle Karen Young, Wikimedia Foundation, Panelist
Bryan E. Adkins, Denison Consulting, Panelist
Donna Brighton, Brighton Leadership Group, Panelist
Submitter: Alice Wasstag, alice.wasstag@yahoo.com

365. Symposium/Forum: 3:30PM-4:20PM  303 D
Leading by Distance: Challenges and Considerations Round Virtual Team Management
This symposium is focused on exploring some of the key challenges leaders and managers face when operating in virtual work structures. Specific consideration is given to summarizing managers' apprehensions and difficulties when working virtually, as well as on recommendations for effective leadership in a variety of virtualized work settings.
José M. Peiró, University of Valencia, Chair
Justine Massu, Université Paris Descartes, Co-Chair
Justine Massu, Université Paris Descartes, Xavier Caroff, Université Paris Descartes, Helene Souciet, Université Paris Descartes, Todd Lubart, Université Paris Descartes, Predicting Managers' Intention to Implement Telework Charles P. Scott, Florida Institute of Technology, Trevor N. Fry, Florida Institute of Technology, Failure to Launch: Barriers to Shared Leadership in GVTS: Scott A. Cassidy, University of Guelph, Harjinder Gill, University of Guelph, Teamwork in the Age of Skype: Communication, Trust, and Performance José M. Peiró, University of Valencia, Vicente Penarroja, University Autonomous of Barcelona, Virginia Orenjo, University of Valencia, Ana Zornoza, University of Valencia, Training by Feedback Enhances Team Performance Through Team Emotions Management
Submitter: Justine Massu, justinemassu@gmail.com

367. Special Events: 4:30PM-5:30PM  Hilton California A-D
Closing Plenary
James L. Outtz, Outtz and Associates, Presenter
Laszlo Bock, Google, Inc., Presenter
Transformational Leadership Skills That Go Beyond the Workplace

Who knew? When we asked leaders who had experienced DDI’s leadership development how they were using their skills, their answers surprised us. Sure, our research had shown great improvements in the ability to communicate, resolve conflict, and coach in the workplace.

But what leaders told us is that these skills also make them better spouses, parents, friends, and community partners. And that’s making the world a better place.

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This index shows the main title of every item accepted for the SIOP program, grouped by the primary content area as designated by its submitter. Titles are shown in order of presentation within areas. Numbers with hyphens are posters. For presentation formats other than posters, only the main title is indexed and shown here; subsidiary presentation titles are not included. Visit http://www.siop.org/ProgramOnWeb/ to search the electronic version of the Conference Program by keywords, all content area codes, and authors’ names.

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### Consulting Practices/Ethical Issues

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Emotions/Emotional Labor

Counterproductive Behavior/Workplace Deviance

Emotions/Emotional Labor

Employee Withdrawal (e.g., Absence, Turnover)/Retention

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Emotional Intelligence and State Affect in Competitive Versus Cooperative Negotiations, Ballroom A-E, 2:00PM

Predicting Organizational Re-Entry: Work, Leader and Organizational Factors, Ballroom A-E, 2:00PM

Cognitive and Noncognitive Predictors of Career Intentions Within Cyber Jobs, Ballroom A-E, 2:00PM

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No Pay, Yes Way!: Volunteers Engage in Emotional Labor, Ballroom A-E, 2:00PM

Organizational Factors That Impact the Overqualification and Burnout Relationship, Ballroom A-E, 2:00PM

The Mediating Role of Attention in the Emotion–Performance Relationship, Ballroom A-E, 2:00PM

Measuring Emotional Intelligence: A Low-Cost Alternative to the MSCEIT, Ballroom A-E, 2:00PM

Emotion Regulation in Organizations: Content Review and Future Research Agenda, Ballroom A-E, 2:00PM

Picture This: The Effects of Subtle Affective Stimuli in Organizations, Ballroom A-E, 2:00PM

Effects of Emotional Labor Training on Deep-Acting and Emotional Exhaustion, Ballroom A-E, 2:00PM

The Effect of Occupational Commitment and Empowerment on Emotional Labor, Ballroom A-E, 2:00PM

Helping Makes Great Happiness and Less Fatigue: A Reciprocal Model, Ballroom A-E, 12:00PM

Putting Feelings in Context: Research on Relationships and Affect, 207 D, 3:30PM

Deviance in the Workplace: A Meta-Analytic Investigation of Employee Cyberloafing, Ballroom A-E, 12:00PM

Building a More Positive Culture: The Effects of Organizational Citizenship Behavior, Ballroom A-E, 12:00PM

A Cross-Level Model of Negative Gossipers at Work, Ballroom A-E, 12:00PM

Organizational Citizenship Behavior License Deviant Reactions to Abusive Supervision, Ballroom A-E, 12:00PM

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301-1 The Dual-Motivational Effects of Ethical Leadership on Employee Knowledge Sharing, Ballroom A-E, 12:00PM
301-2 Achievement Facilitators or Hindrances? The Differential Effects of Authoritarian Leadership, Ballroom A-E, 12:00PM
301-3 Who Speaks Up and Who Remains Silent Under Abusive Supervision?, Ballroom A-E, 12:00PM
301-10 Leader–Follower Calling Similarity and Follower Outcomes, Ballroom A-E, 12:00PM
301-12 Characteristics of Effective Leadership in Multiteam Systems, Ballroom A-E, 12:00PM
301-15 Commute Stressor and Effective Leader Behaviors: An Ego Depletion Perspective, Ballroom A-E, 12:00PM
301-17 Leaders’ Use of Alternative Mental Models: Deliberate but Don’t Implement, Ballroom A-E, 12:00PM
301-20 Exploring the Link of Absenteeism and Organizational Loyalty, Ballroom A-E, 12:00PM
301-22 Servant Leadership and Feedback-Seeking Behavior: A Conditional Mediation Approach, Ballroom A-E, 12:00PM
301-24 Reconceptualizing Learning Agility: The Accelerated Learning Model, Ballroom A-E, 12:00PM
301-25 Charismatic Stones as a Basis for Leader Development, Ballroom A-E, 12:00PM
301-26 Leader Influence Tactics and Subordinates’ Knowledge Sharing: Mediation and Moderation, Ballroom A-E, 12:00PM
301-27 Adaptive Emotion Regulation Strategies in Leadership, Ballroom A-E, 12:00PM
301-29 The Impact of Leader Error on Leadership Ratings, Ballroom A-E, 12:00PM
303 Who Follows Whom? Predicting the Emergence of Informal Leader–Follower Networks, 201 B, 12:00PM
335 The Amazon Culture: Should It be Emulated or Denigrated?, 206 A, 1:30PM
341 Current Perspectives on Person-Centered Leadership Research, 303 B, 1:30PM
349 Measuring Leadership and Followership: Clarifying Constructs and Items, 201 D, 3:30PM
351 Executive Board Special Session: New Strategies for Driving Visibility and Impact Through SIOP Publications, 203 B, 3:30PM
365 Leading by Distance: Challenges and Considerations Around Virtual Team Management, 303 D, 3:30PM

Legal Issues/Employment Law
14 Competencies and Content Expertise for I-O Psychology Expert Witnesses, 206 A, 10:30AM
52 Big Data Analytics and Employment Decisions: Opportunities and Challenges, 203 B, 1:30PM
67-5 Correction for Multiple Testing in Adverse Impact Analysis, Ballroom A-E, 2:00PM
67-17 Opening the Black Box: Legal Implications of Big Data Algorithms, 303 C, 3:30PM
79 Contemporary Issues in Occupational Credentialing, 204 B, 3:30PM
89 A View From the Trenches: EEOC/OFCCP Practitioner Update, 303 B, 10:30AM
208 No Longer an Afterthought? Reasonable Alternatives and Title VII Litigation, 303 D, 1:30PM
232 Beyond Frequentist Paradigms in Legal Scenarios: Consideration of Bayesian Approaches, 303 C, 3:30PM
292 Implications of Revisions to FLSA Exemptions for Organizations and Employees, 206 A, 10:30AM

Measurement/Statistical Techniques
8 Measurement Equivalence of Psychological Measures: Gender, Culture, and Sampling Sources, 203 B, 10:30AM
21 Your Attention Please! Measuring, Predicting, and Preventing Insufficient Effort Responding, 303 C, 10:30AM
54 Handling Big(gIsh) Data in R: An Introductory and Interactive Tutorial, 204 B, 1:30PM
69-1 A Meta-Analysis of Perceived Authentic Leadership and Follower Job Satisfaction, Ballroom A-E, 3:30PM
69-2 Best-Practice Recommendations for Transforming Data in I-O Psychology Research, Ballroom A-E, 3:30PM
69-3 Disposition or Ability? Using IRT to Solve the Mindfulness Mystery, Ballroom A-E, 3:30PM
69-4 Creating Expectancy Charts: A New Approach, Ballroom A-E, 3:30PM
69-5 Probing Moderated Regression: Don’t Rely on Hypothesis Testing, Ballroom A-E, 3:30PM
69-6 Examination of Measurement Invariance of Resilience Before and After Deployment, Ballroom A-E, 3:30PM
69-7 CFA Convergence and Admissibility Problems for MTMM Data (Largely) Solved, Ballroom A-E, 3:30PM
69-8 An R Package for I-O Psychology Simulation Building: iopsych, Ballroom A-E, 3:30PM
69-9 Does Self-Efficacy Really Mediate the Training-To-Performance Relationship? No, Ballroom A-E, 3:30PM
69-10 The Consequences of Ignoring Multilevel Data Structure: A Simulation, Ballroom A-E, 3:30PM
69-11 Development of New Procrastination Scale, Ballroom A-E, 3:30PM
69-12 Comparing Stress Across Individuals, Objective Measure of Subjective Stress Appraisals, Ballroom A-E, 3:30PM
69-13 Quiet Please: Development and Validation of a Workplace Intrusions Measure, Ballroom A-E, 3:30PM
69-14 Measurement Equivalence Among Components of Interpersonal Perceptions, Ballroom A-E, 3:30PM
69-15 Modeling Nonlinear Organizational Dynamics: An Introduction to Generalized Additive Models, Ballroom A-E, 3:30PM
69-16 Too Soon to Say: Measuring Emergent Constructs for Nascent Teams, Ballroom A-E, 3:30PM
69-17 Structure Matters: Common, Higher-Order and Bifactor Models of General Factors, Ballroom A-E, 3:30PM
69-18 The Development and Application of Swarm Optimization for Personnel Selection, Ballroom A-E, 3:30PM
69-19 Differential Functioning of the Utrecht Work Engagement Scale Across Gender, Ballroom A-E, 3:30PM
69-20 A Bifactor Model of Burnout? Rethinking the Structure of Burnout., Ballroom A-E, 3:30PM
Motivation/Rewards/Compensation

35 When Fit and Misfit Lead to Counterintuitive Results., 205 A, 12:00PM
209-5 Motivating Learning in High-Need Students: A Measurement and Feedback Approach, Ballroom A-E, 2:00PM
209-10 Self-Efficacy, Achievement- Versus Learning-Oriented Effort, and Complex Task Learning, Ballroom A-E, 2:00PM
209-12 Examining Incremental Velocity Effects on Affective Reactions During Goal Pursuit, Ballroom A-E, 2:00PM
209-15 Rethinking the Effect of Learning Goal Orientation on Job Performance, Ballroom A-E, 2:00PM
209-19 The Impact of Self-Efficacy and Incentives on Multiple-Goal Resource Allocation, Ballroom A-E, 2:00PM
209-21 Relationship of Pay Increases to Satisfaction, Commitment, and Turnover Intentions, Ballroom A-E, 2:00PM
209-22 Regulatory Fit Theory in Organizational Sciences: Clarifying Issues and Methods, Ballroom A-E, 2:00PM
209-25 Self-Schema Characteristics, Motivational Orientation, and Work Performance: A Within-Person Approach, Ballroom A-E, 2:00PM
209-27 When Hurrying Offsets the Benefits of Time-Based Goal Setting, Ballroom A-E, 2:00PM

Occupational Health/Safety/Stress & Strain/Aging

15 Let’s Stop and Reflect: What Is Workplace Civility?, 207 A, 10:30AM
42 Workplace Safety Research: What Is Next?, 303 A, 12:00PM
64 More Stressed Than Ever? Emerging Contemporary Workplace Stressors, 303 C, 1:30PM
85 Resilience: Clarifying Conceptual Issues in Current Research, 207 C, 3:30PM
110 Get Smart About Occupational Health and Well-Being, 303 B, 5:00PM
113-2 Applying I-O Science and Methods to Diagnose Safety Culture Maturity, Hilton Pacific D, 6:00PM
113-10 Development and Validation of the Workplace Interruptions Measure, Hilton Pacific D, 6:00PM
116 Job Stress, Burnout, and Organizational Health: Aligning Science and Solutions, 203 A, 8:00AM
130 Bridging Research and Policy Making: An International Perspective, 204 B, 8:30AM
169-1 Sleep, Incivility, and Physical Health Outcomes Within Nurses, Ballroom A-E, 12:00PM
169-2 The Antecedents and Outcomes of Work Ability: A Meta-Analysis, Ballroom A-E, 12:00PM
169-3 Daily Workload Anticipation, Approach Coping, and Employees’ Stress Mindset, Ballroom A-E, 12:00PM
169-4 Improving Utilization of Mental Health Treatment in High Stress Occupations, Ballroom A-E, 12:00PM
169-5 Work, Interrupted: Measuring Subjective Interruption Experience and Its Strain Outcomes, Ballroom A-E, 12:00PM
169-6 Measurement Invariance of Three Burnout Inventories Across Sex, Ballroom A-E, 12:00PM
169-7 Chronic Pain Interference at Work: The Role of Negative Affectivity, Ballroom A-E, 12:00PM
169-8 A New Lens on Safety Leadership: Applying a Pattern-Oriented Approach, Ballroom A-E, 12:00PM
169-9 Role Overload and Health Behaviors: Demonstrating Behavioral Adaptation Longitudinally, Ballroom A-E, 12:00PM
169-16 Sleep Stressors, OCB, and CWB: The Role of Physical Activity, Ballroom A-E, 12:00PM
169-17 Are Workplace Safety Constructs Susceptible to Impression Management?, Ballroom A-E, 12:00PM
169-12 Effect of Customer Entitlement on Employee Coping and Emotional Exhaustion, Ballroom A-E, 12:00PM
169-14 The Role of Individual Differences in a Model of Workplace Safety, Ballroom A-E, 12:00PM
169-15 Correlates of Instrumental and Emotional Social Support: A Meta-Analytic Examination, Ballroom A-E, 12:00PM
169-16 Unifying the Climate Literature Within a Total Worker Health Framework, Ballroom A-E, 12:00PM
169-17 Illegitimate Tasks as an Impediment to Employee Satisfaction and Motivation, Ballroom A-E, 12:00PM
169-18 Safe and Sound at Work: The Role of Positive Affectivity, Ballroom A-E, 12:00PM
169-19 Effects of Challenge Stressors on Thriving at Work, Ballroom A-E, 12:00PM
169-20 Understanding What “Feeling Supported” Means by Assessing Supportive Coworker Behaviors, Ballroom A-E, 12:00PM
169-21 Job Demands and Resources: Organizational Communication and Nontask Organizational Conflict, Ballroom A-E, 12:00PM
169-22 Distracted Driving on the Job: Modified Stages of Change Model, Ballroom A-E, 12:00PM
169-23 Increasing Employee Wellness Program Participation: Motivating Behaviors and Person—Organization Fit, Ballroom A-E, 12:00PM
169-24 Measuring Work Ability, Evaluating the German Work Ability Survey—R, Ballroom A-E, 12:00PM
169-25 Measurement Equivalence of a Safety Climate Measure Within Multilevel Data, Ballroom A-E, 12:00PM
169-26 Do Conscientiousness and Agreeableness Predict Citizenship Better for Older Workers?, Ballroom A-E, 12:00PM
194 Exploring Strategies to Buffer the Detrimental Impacts of Customer Mistreatment, 201 C, 1:30PM
221 Working Longer: Factors Related to Continued Work for Older Workers, 203 B, 3:30PM
228 Somebody to Lean On: Context-Specific Support at Work, 207 C, 3:30PM
235 Mindfulness in the Workplace: Current Research, Practice, and Future Directions, 201 A, 5:00PM
254-1 Perceiver Beware: Sleepiness Biases Incivility Interpretations, Ballroom A-E, 8:00AM
254-2 Evaluation of Psychology-Based Safety Training in the Australian Fishing Industry, Ballroom A-E, 8:00AM
254-3 Pet-Friendly Workplace Policies, Employee Stress, and Perceived Organizational Support, Ballroom A-E, 8:00AM
254-4 Family-to-Work Conflict and Safety Performance in Two High Risk Industries, Ballroom A-E, 8:00AM
254-5 Effects of Safety Communication and Climate on Truckers’ Safety Performance, Ballroom A-E, 8:00AM
254-6 Mindfulness in the Relationship Between Workplace Stressors and Strains, Ballroom A-E, 8:00AM
254-7 Long-Term Effects of Work Interruptions on Employee Well-Being, Ballroom A-E, 8:00AM
254-8 Safety-Supporting Factors: A Multisource, Multilevel Approach, Ballroom A-E, 8:00AM
254-9 Incivility and Job Strain Relationships: Mediating Effect of Employees’ Attributes, Ballroom A-E, 8:00AM
254-11 Stress Intervention, Supervisors’ Emotional Exhaustion, Abusive Supervision, and Team Performance, Ballroom A-E, 8:00AM
254-12 Trickle-Down Effect of Leaders’ Resilience on Followers’ Work Outcomes, Ballroom A-E, 8:00AM
254-13 Self-Reported Physical Activity Mediates Personality Traits and Physical Fitness Outcomes, Ballroom A-E, 8:00AM
254-14 Supervisor–Subordinate Discrepancies in Perceptions of Subordinate Stress: Implications for Support, Ballroom A-E, 8:00AM
254-15 Dispositional, Attitudinal, and Motivational Predictors of Workplace Safety, Ballroom A-E, 8:00AM
254-16 Tend and Befriend: The Prosocial Behavioral Patterns of Stressed Supervisors, Ballroom A-E, 8:00AM
254-17 Effect of Occupational Tenure on Safety Climate and Safety Behavior, Ballroom A-E, 8:00AM
254-18 Effects of Positive Cognitive Interventions on Stress and Well-Being, Ballroom A-E, 8:00AM
254-19 Examining the Underlying Assumptions and Measurement of Incivility and Bullying, Ballroom A-E, 8:00AM
254-20 Fit Employees: Fit Organizations? Organizational Support for Employee Fitness Goals, Ballroom A-E, 8:00AM
254-21 Aggressive Humor at Work: Experiential Risk for Health and Performance?, Ballroom A-E, 8:00AM
254-22 Inconspicuous Intolerance: The Relationship Between Incivility, Discrimination, and Employee Outcomes, Ballroom A-E, 8:00AM
254-23 What Predicts Snacking at Work? A Daily-Survey Study, Ballroom A-E, 8:00AM
254-25 A Meta-Analysis of the Relationships Between Recovery Experiences and Outcomes, Ballroom A-E, 8:00AM
254-26 Effects of Standing While Working: An Experience Sampling Approach, Ballroom A-E, 8:00AM
264 Promoting Mindfulness@Work: Effects on Performance, Health and Relational Outcomes, 205 A, 8:30AM
270 Employment and Income: Effects of Economic Stress on Occupational Health, 207 D, 8:30AM
282 The Power of Doing: Connecting Overqualification to Proactive Behaviors, 201 B, 10:30AM
302 Alliance Special Session: Meet the Experts: An International Panel on Work and Health, 201 A, 12:00PM
320 When Does Job Insecurity Hurt? Evidence for Moderating Variables, 303 B, 12:00PM
326 We Heard the Calls: Aging and Work Research Moves Ahead, 201 D, 1:30PM
339 Ensuring Enterprise Security: Three Diverse Approaches, 207 D, 1:30PM

Organizational Culture/Climate
65 Strong Cultures: Unlocking the Secret Sauce, 303 D, 1:30PM
118 Maximizing Organizational Productivity: Leader Strategies for Promoting Inclusive Climates, 204 A, 8:00AM
248 Next Generation Methods of Assessing Organizational Culture, 207 C, 5:00PM
279-6 Effects of Strategic Climates and Process Climates on Employee Outcomes, Ballroom A-E, 10:30AM
279-7 Implementation in Child Welfare: Leadership, Climate, Attitudes, and Citizenship Behavior, Ballroom A-E, 10:30AM
279-11 How Organizational Policies Influence the Likelihood of Reporting Sexual Harassment, Ballroom A-E, 10:30AM
279-14 The Influence of Psychosocial Safety Climate on Employees’ Personal Initiative, Ballroom A-E, 10:30AM
279-16 Change It Up: Workgroup Culture Change and Workgroup Turnover, Ballroom A-E, 10:30AM
279-22 Managers at Iconic Companies Are More Likely to Derail, Ballroom A-E, 10:30AM
279-26 Person–Corporate Social Responsibility Fit: Role of CSR in Fit, Ballroom A-E, 10:30AM
323 Mergers and Acquisitions: Impact of Integrating Organizational Cultures, 201 A, 1:30PM
363 Managing Organizational Culture: Whose Job Is It Anyway?, 303 B, 3:30PM

Organizational Justice
23-5 Organizational Justice Adherence and Violation From the Actor’s Perspective, Ballroom A-E, 11:00AM
23-13 The Consequences of Perceived Workplace Favoritism in Organizations, Ballroom A-E, 11:00AM
56 New Roles for Individual Differences in Organizational Justice Research, 205 A, 1:30PM

Organizational Performance/Change/Downsizing/OD
22 Big Data, Big Business, and Big Brother? Debating Identified Surveys, 303 D, 10:30AM
78 IGNITE + Panel: Lessons From the Field: Change (Sometimes) Happens, 204 A, 3:30PM
100 Invited Session: I-Os at the M&A Table: Bringing Rigor to Culture Integration, 204 A, 5:00PM
126 Friday Seminar: The Benefits (and Costs) of Giving Your Employees Voice, 205 B, 8:00AM
153 The Military and I-O Psychology: A Century Long Partnership, 203 B, 10:30AM
318 Improving Organizational Change Outcomes. Asserting Leadership in the Field, 207 D, 12:00PM
355 Alternative Ways of Working: Flexible Advantage, 205 A, 3:30PM
Examining the Replicability of Trait–Trait Interactions in Local Validation Studies, Ballroom A-E, 2:00PM
Rating Enhancement in Personality Assessment: Are Observer Ratings Immune?, Ballroom A-E, 2:00PM
Individual-Level Predictors of Attitudes and Behaviors About “Near Misses”, Ballroom A-E, 2:00PM
The Role of Context in Contextualized Personality Assessments, Ballroom A-E, 2:00PM
Cognitive Processing of Personality Items and Motivation to Fake, Ballroom A-E, 2:00PM
SJT s, Personality, and The Validity of Compound Trait Estimates of Narrow Personality Traits, Ballroom A-E, 2:00PM
Theoretically Modeling the Personality–Performance Relationship at Narrow Levels, Ballroom A-E, 2:00PM
Predicting Performance and Person–Job Fit With Guilt and Shame Proneness, Ballroom A-E, 2:00PM
Cognizing Processing of Personality Items and Motivation to Fake, Ballroom A-E, 2:00PM
The Effect of Hypercompetitiveness on Knowledge Sharing: An Interactional Perspective, Ballroom A-E, 4:30PM
Developing Measures of Acquisitive and Protective Self-Monitoring Using IRT, Ballroom A-E, 4:30PM
An O*NET-Based Framework of Personality-Related Job Characteristics, Ballroom A-E, 4:30PM
Type A Behavior and Undergraduate GPA: A Meta-Analysis, Ballroom A-E, 4:30PM
Can Cognitive Ability Affect the Measurement of Personality for Applicants?, Ballroom A-E, 4:30PM
Epigenetic Set-Point Adjustment Model of Personality Change, Ballroom A-E, 4:30PM
Confirmatory Factor Analysis in Personality Assessment: Revision of Current Standards, Ballroom A-E, 4:30PM
Gender Differences in Leadership Interests Across Generations: A Meta-Analysis, Ballroom A-E, 4:30PM
Impact of Social Desirability and Difficulty on Item Response Latency, Ballroom A-E, 4:30PM
Authenticity in Leaders: Instrument Development and Validation Study, Ballroom A-E, 4:30PM
20 Years of Innovation in 360° Feedback: Evolution or Devolution?, 207 C, 12:00PM
What Does Good Performance Management Look Like? An Appreciative Inquiry, 203 B, 3:30PM
Interactive Discussion: Where Have All the Ratings Gone?, 207 C, 8:00AM
Performance Management Is Broken, So How Do We Fix It?, 207 B, 8:30AM
The Demise of the Performance Review: Is Rating Research Irrelevant?, 207 A, 9:00AM
Feedback at Work: Bridging Science and Practice, 303 B, 1:30PM
Mindfulness Serves as Self-Regulatory Buffer in Presence of Negative Feedback, Ballroom A-E, 2:00PM
Response Volume and Rating Confidence Levels Effects on Rating Quality, Ballroom A-E, 2:00PM
The Importance of Rater’s Personality in Weighting Job Performance Dimensions, Ballroom A-E, 2:00PM
K BARS System: Ongoing Performance Management for Municipal Police, Ballroom A-E, 2:00PM
Measuring Rating Accuracy and Overestimating Accuracy Effects, Ballroom A-E, 2:00PM
Do Raters Always Disagree? A Meta-Analysis That Considers Time, Ballroom A-E, 2:00PM
Multirater Feedback and Rater Gender: 360 Bias Protection, Ballroom A-E, 2:00PM
Considering Conditional Effects Within the Performance Trend, Attribution, Rating Linkage, Ballroom A-E, 2:00PM
Using Quality and Quantity as Cues to Disengage From Tasks, Ballroom A-E, 2:00PM
Feedback Intervention Perceptions: Development and Validation of a Measure, Ballroom A-E, 2:00PM
Feedback Effectiveness Within and Without Performance Management, 207 C, 8:30AM
Revolutionizing Performance Management: Industry Fad or Data-Driven Advancement?, 203 A, 10:30AM
Getting From “Rank and Yank” to Enabling Employee Performance, 207 C, 10:30AM
Just Talk to Them: Keys to Making Performance Management Work, 204 B, 12:00PM
Next Generation Performance Management Systems: Research Meets Practical Application, 207 B, 3:30PM
Attachment Theory and Its Applications to the Workplace, 207 B, 10:30AM
Temporal Individual Differences Across Multiple Levels and Applied Contexts, 207 D, 10:30AM
Digging Deeper Into the Darkness: Advances in Dark Personality Research, 207 A, 3:30PM
Novel Insights Into Leader Personality: Traits, States, and Dynamics, 207 B, 3:30PM
IGNITE Session: I-O Hot Topics Debate: Dual or Duel?, 204 A, 10:30AM
New and Emerging Research on the Dark Triad of Personality, 203 B, 12:00PM
Agility: The Personality-Related Foundations of Adaptive Performance, Ballroom A-E, 4:30PM
Preliminary Development of Hierarchical Unfolding Cybernetic Big Five Trait Measures, Ballroom A-E, 4:30PM
Too Much of a Good Thing? Nonlinear Personality–Performance Relations, Ballroom A-E, 4:30PM
Self-Control Over Time: Implications for Work, Relationship, and Well-Being Outcomes, Ballroom A-E, 4:30PM
Stereotype Activation as an Explanatory Mechanism for Generational Differences, Ballroom A-E, 4:30PM
How Well Does the Dark Triad Capture Dark Side Personality?, Ballroom A-E, 4:30PM
A Way to Decrease Applicant Faking, Ballroom A-E, 4:30PM
Subjective Well-Being and Retirement: How Personality Moderates Retirement Satisfaction, Ballroom A-E, 4:30PM
Meta-Analytic Moderators of the Negatively Worded Personality Item Effect, Ballroom A-E, 4:30PM
HEXACO Traits and Perceptions of Politics as Predictors of Revenge, Ballroom A-E, 4:30PM
Validating Measures of Acquisitive and Protective Self-Monitoring, Ballroom A-E, 4:30PM
Testing Measures of Acquisitive and Protective Self-Monitoring for DIF, Ballroom A-E, 4:30PM
Impression Management: A Model of Target Characteristics, Ballroom A-E, 4:30PM
Personality-Related Job Performance in Older Adults: A Relative-Weights Analysis, Ballroom A-E, 4:30PM
Convergent and Discriminant Validity of Dark Tetrad Measures, Ballroom A-E, 4:30PM
Meta-Analysis of Reliability and Gender in Machiavellianism and Psychopathy, Ballroom A-E, 4:30PM
Faking-Related DIF Found for Almost Half of Leadership Training Items, Ballroom A-E, 4:30PM
Authenticity in Leaders: Instrument Development and Validation Study, Ballroom A-E, 4:30PM
Impact of Social Desirability and Difficulty on Item Response Latency, Ballroom A-E, 4:30PM
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Developing Measures of Acquisitive and Protective Self-Monitoring Using IRT, Ballroom A-E, 4:30PM
The Effect of Hypercompetitiveness on Knowledge Sharing: An Interactional Perspective, Ballroom A-E, 4:30PM
Rethinking the Study of Vocational Interests at Work, 205 B, 8:30AM
Exploring the Psychometric Properties of Personality Derailment Scales, 207 D, 10:30AM
Predicting Performance and Person–Job Fit With Guilt and Shame Proneness, Ballroom A-E, 2:00PM
Theoretically Modeling the Personality–Performance Relationship at Narrow Levels, Ballroom A-E, 2:00PM
The Validity of Compound Trait Estimates of Narrow Personality Traits, Ballroom A-E, 2:00PM
SJT s, Personality, and Discriminant Validity, But Some g-Related Issues, Ballroom A-E, 2:00PM
Cognitive Processing of Personality Items and Motivation to Fake, Ballroom A-E, 2:00PM
The Role of Context in Contextualized Personality Assessments, Ballroom A-E, 2:00PM
STEM Degree Attainment: The Tale of Two Predictors, Ballroom A-E, 2:00PM
Individual-Level Predictors of Attitudes and Behaviors About “Near Misses”, Ballroom A-E, 2:00PM
Rating Enhancement in Personality Assessment: Are Observer Ratings Immune?, Ballroom A-E, 2:00PM
Examining the Replicability of Trait–Trait Interactions in Local Validation Studies, Ballroom A-E, 2:00PM
Research Methodology (e.g., Surveys)
32 IGNITE Debate: Should We Trust or Avoid Online Convenience Samples?, 204 A, 12:00PM
75 Formally Modeling I-O Psychology Phenomena: Instructional Exemplars, 201 D, 3:30PM
103 Impact of Research Reproducibility and Study Registration on I-O Psychology, 205 B, 5:00PM
159 Toward a More Flexible, Real Data Relative Importance Analysis, 207 B, 10:30AM
167 Friday Seminar: Careless Survey Responding, 205 A, 11:30AM
179 The Future of the Publication Process in I-O Psychology, 204 B, 12:00PM
201 Modern Tools and Samples for the Ubiquitous Workplace Survey, 206 A, 1:30PM
223 From Insights to Action: Making Survey Comments Work for You, 204 B, 3:30PM
241 Distinguished Early Career Contributions-Practice Award: The Scientific Method and the Myth of the “Theoretical Contribution”, 203 B, 5:00PM
289 Alliance Special Session: Big Data: Grappling With Definitions and Issues With International Implications, 204 C, 10:30AM
293 Qualitative Methods for I-O Psychology Graduate Research, 207 A, 10:30AM
294 Introduction to Reproducible Research using R, RStudio, and R Markdown, 207 B, 10:30AM
345-1 Crowdsourcing the Development of a Job Satisfaction Measure, Ballroom A-E, 3:30PM
345-3 Evidence-Based Understanding of Management Research Articles’ Introductions: A Linguistic Approach, Ballroom A-E, 3:30PM
345-4 Participant-Defined Mapping: New Perspectives to Study Human–Space Interaction, Ballroom A-E, 3:30PM
345-7 Amazon Mechanical Turk Practical Guide for Researchers in I-O Psychology, Ballroom A-E, 3:30PM
345-8 The Extent of P-Hacking in I-O Psychology, Ballroom A-E, 3:30PM
345-18 Careless Survey Responses: Emotional, Cognitive, Behavioral, and Workplace Nomological Network, Ballroom A-E, 3:30PM
345-23 Rethinking Intelligence Tests: Using Multidimensional IRT to Assess Ability, Ballroom A-E, 3:30PM
345-26 Determinants of Nonresponse to Online Applicant Reactions Surveys, Ballroom A-E, 3:30PM
345-27 The Impact of Participant Experience on Policy-Capturing Results, Ballroom A-E, 3:30PM
345-28 ESEM to Examine Multidimensional Method Variance With Unmeasured Latent Constructs, Ballroom A-E, 3:30PM
345-29 Mobile Versus PC Web Surveys: Differences in Demographics and Engagement, Ballroom A-E, 3:30PM

Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)
10 Marching Through Military Veteran Selection, Performance, and Retention, 204 B, 10:30AM
47 Helping Organizations Win the War for Talent, 203 A, 1:00PM
57 Armed and Able: Industrial-Organizational Psychology Applied to Armed Jobs, 205 B, 1:30PM
67-1 Religious Displays and Their Effects on Organizational Image, Ballroom A-E, 2:00PM
67-2 Cybervetting: A Multitrait–Multimethod Test of the Common Antecedents Model, Ballroom A-E, 2:00PM
67-3 The Financial Impact of Strategic Development and High Potential Programs, Ballroom A-E, 2:00PM
67-4 The Interaction Between Regulatory Focus and Warning Types on Faking, Ballroom A-E, 2:00PM
67-6 Hiring Ex-Offenders in Light of the EEOC Guidance, Ballroom A-E, 2:00PM
67-7 Effects of Predictor Weighting Methods on Incremental Validity, Ballroom A-E, 2:00PM
67-8 Pareto-Optimal Selection Design: Genuinely Useful in Practice?, Ballroom A-E, 2:00PM
67-9 Effects of Political Climate and Machiavellianism on Job Pursuit Intentions, Ballroom A-E, 2:00PM
67-10 Optimal In-Baskets: Budgeting for Better Performance, Ballroom A-E, 2:00PM
67-11 Developing a Structural Framework for Social Media Assessments in Hiring, Ballroom A-E, 2:00PM
67-12 Evaluations of Tattooed Applicants: The Usefulness of Identity Management Strategies, Ballroom A-E, 2:00PM
67-13 Development of Qualitative Feedback Provided During Structured, Confidential Reference Checks, Ballroom A-E, 2:00PM
67-14 Don’t Select Until You Check: Expected Background Checking Practices, Ballroom A-E, 2:00PM
67-15 Let’s Choose One of Each: Partition Dependence in Personnel Selection, Ballroom A-E, 2:00PM
67-16 How Comparable Are Face-to-Face Versus Technology-Mediated Selection Interviews?, Ballroom A-E, 2:00PM
67-18 How Policy Interventions May Enhance Women Striving for Leadership Positions, Ballroom A-E, 2:00PM
67-19 Do Clothes Make the Man or Just a Sham?, Ballroom A-E, 2:00PM
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Teaching I-O Psychology/Student Affiliate Issues/Professional Development

Strategic HR/Utility/Changing Role of HR

Teaching I-O Psychology/Student Affiliate Issues/Professional Development

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Work we completed for clients this past year includes:

- A global manufacturer of protective and specialty packaging requested that we develop a custom test for selection of their Multi-skilled Electrician personnel. Dr. Robert E. Loefgren, Human Resources Consultant, led sessions with job experts in South Carolina in order to analyze their needs and help them design a test based on those needs. He then collected validity evidence before finalizing this custom test.

- In 1996 Ramsay Corporation developed a test for Maintenance Technician at a beverage manufacturing company. The test was reviewed and revised in 2004 and a PLC test was also established. In 2015 the client asked Rob Loefgren to collect validity evidence for the current jobs of Maintenance Technician and Controls Technician. The updated tests will be administered online. Scoring and qualification reports will be generated automatically by the Ramsay Corporation Online Testing System.

- Paul R. Kramer, Consulting Associate, conducted job analysis activities for Maintenance Mechanic In-Training for a clothing retailer in order to collect validity evidence and develop a test battery. The test battery enables the company to hire those who can learn mechanical, basic electrical, facilities and fabrication concepts in a modern complex distribution facility through the completion of a training program. The assessments include reading, arithmetic, pre-print reading & measuring, and multicraft principles & troubleshooting sections. We also produced an alternate battery for retesting purposes.

- A newly designed test resulted from our job analysis at Kellogg’s Snacks, Augusta, GA Bakery. Gary Roberts, Senior Maintenance & Reliability Manager, facilitated meetings with job experts. For the position of Mechanic, we delivered a multiple-choice test with 120 items and documentation of Performance Assignments that reflect hands-on duties for the trade.

†Plant Engineering Product of the Year 2007 Grand Winner