322. Panel Discussion: 8:00AM–9:20AM  201-202
Starting, Funding, and Maintaining International Research Collaborations
There has been increased interest in international research among I-O psychologists. However, there is little practical guidance for scholars on how to start and navigate such endeavors. Thus, the proposed panel session brings together 4 experienced international researchers who will share practical insights on how to establish, fund, and maintain an international research collaboration.
Gary Giumenti, Quinnipiac University, Co-Chair
Carrie A. Bulger, Quinnipiac University, Co-Chair
Sharon Glazer, University of Baltimore, Panelist
Richard L. Griffin, Florida Institute of Technology, Panelist
Catherine T. Kwantes, University of Windsor, Panelist
Jose M. Peiro, University of Valencia, Panelist
Submitter: Gary Giumenti, ggiumenti@gmail.com

323. Symposium: 8:00AM–9:20AM  203-204
How Implicit Personality Research Can Contribute to I-O Psychology
Although there is an abundance of research in the I-O literature exploring explicit personality, there is a dearth in regard to implicit personality. The first goal of this symposium is to introduce research using a variety of methods to study implicit personality. The second goal is to stress how studying these implicit characteristics can contribute to knowledge of important work outcomes.
Sydney L. Reichin, Pennsylvania State University, Co-Chair
James M. LeBreton, Pennsylvania State University, Co-Chair
Cristina Therlaut, Pennsylvania State University, Amanda Moeller, Pennsylvania State University, Yi Wang, Pennsylvania State University, The Light and Dark Side of Affiliation
J. Malte Runge, Ghent University, Jonas W. B. Lang, Ghent University, Implicit Power and the Conscientiousness/Burnout Link
Julie Brueckner, Dublin City University, Janine Bosak, Dublin City University, Jonas W. B. Lang, Ghent University, What Do Male and Female CEOs Need? A Gendered Analysis of Implicit Motives
Sydney L. Reichin, Pennsylvania State University, James M. LeBreton, Pennsylvania State University, Jan te Nijenhuis, Dutch Ministry of Defense/University of Amsterdam, Myckel Cremers, Netherlands Defence Academy, Kitty van der Heijden-Lek, Free University, Amsterdam, Implicit Aggression Predicting Intimacy: Validity Evidence for a Dutch CRT-A
Paul J. Hanges, University of Maryland, Discussant
Submitter: Sydney L. Reichin, sydneyreichen@gmail.com

324. Friday Seminar: 8:00AM–11:00AM  301-302
Friday Seminar 1: Python Programming for I-O Psychology: How to Start and How to Grow
This seminar will guide participants through the basics of programming in Python and survey specific tools that are important for I-O psychologists using relevant real-world examples. The seminar is designed to help the less experienced practitioner or academic become comfortable using a powerful general programming language to solve new problems.
Adam Cannon, Columbia University, Presenter
Submitter: Kristin Weiss, krissinc@amazon.com

325. Special Event: 8:00AM–9:20AM  402-403
SIOP Select: Best of Practice Award Winners
Join us for a captivating presentation of achievement and best paper awards, including the Early Career Practice Award, Humanitarian Award, M. Scott Myers Award, Wiley Award, Joyce and Robert Hogan Award, and Raymond Katzell Award. Winners of each award will present in an alternative session format where they will discuss the key ideas of their work.
Juliet Alken, University of Maryland, Presenter
Bethany H. Bynum, HumRRO, Presenter
Lilla M. Cortina, University of Michigan, Presenter
Mark G. Ethington, University of Central Florida, Presenter
Deborah L. Gebhardt, HumRRO, Presenter
Michele J. Gelfand, University of Maryland, Presenter
Hailey A. Herleman, IBM, Presenter
Filip Liewens, Singapore Management University, Presenter
Don M. Moretti, US Foods, Presenter
Kristin N. Saboe, Boeing, Presenter
Mahima Saxena, Illinois Institute of Technology, Presenter
Submitter: Tyree D. Mitchell, tyreemitchell@aol.com

326. Alternative Session Type with Presenters: 8:00AM–9:20AM  408-409
Stay Present: The Key to Effective EDI Training
Mindfulness has been shown to reduce implicit bias and discriminatory behaviors. Presenters will demonstrate, through concrete training activities, how mindfulness exercises can enhance equity, diversity, and inclusion initiatives in organizations. Attendees will participate in activities and will be provided with the tools needed to incorporate the activities into their own training programs.
Jennifer C. Kiesel, Point B, Author
Jessica Prior, K Parks Consulting Inc. (KPC), Author
Kizzy M. Dominguez, K Parks Consulting Inc. (KPC), Author
Greg Jenkins, Greg Jenkins Consulting LLC, Author
Lindsay M. Lee, K Parks Consulting Inc. (KPC), Presenter
Stephanie Tavarez, K Parks Consulting Inc. (KPC), Presenter
Submitter: Lindsay M. Lee, llee@kparkconsulting.com

327. Symposium: 8:00AM–9:20AM  502-503
LGBTQ+ at the Work/Life Interface: A Multidisciplinary Multimethod Examination
This symposium extends research on the LGBTQ+ work/life interface via 4 studies. Research presented includes a qualitative examination of 2 LGBTQ+ work–family experiences, a measure development of stigma-based WFC, a quantitative examination demonstrating the role of disclosure and LMX for work/life outcomes, and a theoretical development to better understand LGBTQ+ work/life experiences.
Jacquelyn M. Brady, Portland State University, Co-Chair
Nicholas A. Smith, Oregon Health & Science University, Co-Chair
Christian N. Thoroughgood, Villanova University, Katina Sawyer, George Washington University, Making the Invisible, Visible: Measuring Stigma-Based WFC at Work
Nicholas A. Smith, Oregon Health & Science University, Jacquelyn M. Brady, Portland State University, Lissett Dumet, Oregon Health & Science University, Samuel Greenspan, Oregon Health & Science University, David Hurtado, Oregon Health & Science University, LGBTQ+ Identity Disclosure and Work/Life Outcomes: The Importance of LMX
Jean-Charles Emile Languilaire, JCL Humanistic Consulting AB, The Work/Non-work LGBTQ+ Boundary Management: A Context-Based Experience
Ann H. Huffman, Northern Arizona University, Discussant
Submitter: Nicholas A. Smith, nicholas.smith.psu@gmail.com

328. Panel Discussion: 8:00AM–9:20AM  Brazos
Novel Approaches to Organizational Feedback
Uncertainty is rising as organizations are growing in complexity and roles are becoming more flexible. Feedback can reduce uncertainty and promote development; however, evidence suggests traditional feedback approaches are often unsuccessful in today’s dynamic organizations. This panel assembles experts to discuss novel feedback approaches that have been successfully enacted in organizations.
Ketaki Sodhi, University of Akron, Co-Chair
Paul E. Levy, University of Akron, Co-Chair
Lauren Sidwell, SAP SuccessFactors, Panelist
Anuradha Ramesh, Google, Panelist
Brodie Gregory Riordan, McKinsey & Company, Panelist
Stephen F. Young, Center for Creative Leadership, Panelist
Submitter: Ketaki Sodhi, ks225@zips.uakron.edu
329. Panel Discussion: 8:00AM–9:20AM  JW Grand Salon 1
Where Are the Men? Bringing Men Into the Mix to Push for Workplace Gender Equality
This session will combine academic and practitioner perspectives on the role of men in achieving gender parity in the workplace to promote and retain women leaders. The discussion will include research-backed insight on the importance of men as allies, mentors, and sponsors while simultaneously providing practical strategies to bring men into the fold.
David M. Wallace, U.S. Naval Academy, Chair
Kira L. Barden, PepsiCo, Panelist
Michelle (Mikki) Hebl, Rice University, Panelist
Christiane Spitzmüller, University of Houston, Panelist
Kelly Evangeline Welsh, USN, U.S. Naval Academy, Panelist
Submitter: David M. Wallace, dmwallac@usna.edu

330. Symposium: 8:00AM–9:20AM  JW Grand Salon 2
Working and Aging: New Insights Into Behavior, Experience, and Performance
Global growth in the number of older workers is creating opportunities—and needs—for research on working later in life. This symposium presents new findings on several issues critical to organizations and their older workers. The presentations contain data from many countries, multiple levels of analysis, advances in theory, and practical implications.
Richard A. Guzzo, Mercer, Chair
Cort W. Rudolph, Saint Louis University, Eileen C. Toomey, Johnson & Johnson, Hannes Zacher, Leipzig University, Age-Conditional Effects of Political Skill and Empathy on Emotional Labor
Bernadeta Gostautaitė, ISM University of Management and Economics, Viduo Shao, University of Florida, Mo Wang, University of Florida, Worker Age, Health, and Sickness Absence: Findings From a Multicountry Study
Richard A. Guzzo, Mercer, Haig Nalbantian, Mercer, Nicholas Andersen, Columbia University, Employee Age and Business Performance: A Meta-Analysis
Juergen Deller, Leuphana University of Lüneburg, Max Reinhard Wickens, Leuphana University of Lüneburg, Anne M. Wöhrmann, Federal Institute for Occupational Safety and Health, Mo Wang, University of Florida, Development and Validation of the Later Life Work Index
Boris B. Baltes, Wayne State University, Discussant
Submitter: Richard A. Guzzo, rick.guzzo@mercer.com

331. Alternative Session Type with Presenters:
8:00AM–9:20AM  JW Grand Salon 3
Data Storytelling 2.0: Taking Creativity to a New Level
Participants learn and apply principles of data storytelling to build skills by working in teams to translate a typical I-O problem based on multiple data streams into a compelling story for different audiences. With physical "props" (e.g., Lego, silly putty), teams bring their data stories to life. They will pitch their stories to "audiences" differing in style and discuss lessons learned.
Seymour Adler, Kincentric, Presenter
Miriam T. Nelson, Korn Ferry, Presenter
Amy Dawgert Grubb, Federal Bureau of Investigation, Presenter
Submitter: Amy Dawgert Grubb, agrubb@fbi.gov

332. Master Tutorial: 8:00AM–9:20AM  JW Grand Salon 4
Blueprint for Success: Designing the Customer Experience for Organizational Impact
This interactive session builds participants' knowledge of and ability to conduct customer experience journey mapping in order to understand and improve the total customer experience through redesign of organizational structure and processes.
Donald R. Scott, DDI, Presenter
Tami J. Licht, DDI, Presenter
Submitter: Donald R. Scott, don.scott@ddiworld.com

333. Alternative Session Type with multiple papers:
8:00AM–9:20AM  JW Grand Salon 5
Toolkits for Physiological Measurement, Behavioral Coding, and Computational Modeling
Innovative research methods are often intimidating to new users due to technological barriers to entry. In this session, our presenters provide "beginner's guide" toolkits for using physiological measurement, behavioral coding and computational modeling to study organizational phenomena. Each toolkit will involve a recorded demonstration and additional resources for getting started.
Lillian T. Eby, University of Georgia, Co-Chair
Hayley M. Trainer, University of Georgia, Co-Chair
Hayley M. Trainer, University of Georgia, Tami J. Licht, DDI, Donald R. Scott, DDI, zonal structure and processes.
and improve the total customer experience through redesign of organi-
Submitter: Hayley M. Trainer, hayleytrainer15@gmail.com

334. Master Tutorial: 8:00AM–9:20AM  JW Grand Salon 6
Text Analytics and NLP With R
Text is messy! Extracting information from text data is not as simple as analyzing quantitative questionnaires. This tutorial session will walk you through how to clean, describe, summarize, display, and predict outcomes from text using the powerful statistical language R. Bring your laptop for this interactive session (download session materials here: https://bit.ly/2KKXHlQ)
Jeff A. Jones, Korn Ferry, Presenter
Steven Nydick, Korn Ferry, Presenter
Ben Wiseman, Korn Ferry Institute, Presenter
Submitter: Steven Nydick, nydick001@umms.edu

335. Symposium: 8:00AM–9:20AM  JW Grand Salon 7-8
The Rise of the Machines: How Machine Learning Is Changing Organizations and Research
Given the growing popularity of machine learning (ML), this symposium presents 5 papers that discuss the use and interpretation of ML for various aspects of organizational research and practice. The implications of ML will be discussed in the context of predicting work outcomes, reading text-based survey responses, clustering jobs, and reviewing the literature.
Christopher D. Nye, Michigan State University, Chair
Jacob C. Bradburn, Michigan State University, Co-Chair
Elena Auer, University of Minnesota, Khue Tran, University of Minnesota Twin Cities, Lily Dunk, University of Minnesota, Richard N. Landers, University of Minnesota, Machine Learning in Employee Selection: A Simulation Study
Evan Mulfinger, Rice University, Leo Alexander, III, Rice University, Fred Oswald, Rice University, Using the O*NET Content Model to Predict Interest Requirements of Jobs
Feng Guo, Bowling Green State University, Michael J. Zickar, Bowling Green State University, Exploring 100 Years of Research in Industrial and Organizational Psychology
Submitter: Christopher D. Nye, nycr@msu.edu
336. Panel Discussion: 8:00AM–9:20AM  Lone Star Salon A
Synthetic Validity: An Authentic Solution to Applied Problems

Synthetic validity is a powerful way to generate validity evidence in situations where other techniques cannot. Unfortunately, synthetic validity techniques are not used frequently in practice or are used but not widely discussed. This panel discussion addresses topics such as what synthetic validity is, situations where it can be used, and practical guidance for implementing synthetic validation.

Paul Agnello, Aon,  **Chair**
Tara K. McClure, Aon,  **Co-Chair**
Caitlin E. Blackmore, Aon,  **Panelist**
Calvin C. Hoffman, Los Angeles County Sheriff’s Department,  **Panelist**
Jeff W. Johnson, SHL,  **Panelist**
Kari Nies, Institute for Software Research, Manikanta Dornala Reddy, Georgia Institute of Technology, Greg R. Thrasher, Oakland University,  **Panelist**

**Submitter:** Paul Agnello, agnellopol@gmail.com

337. Symposium: 8:00AM–9:20AM  Lone Star Salon B
Trapped Together: Teamwork in Isolated, Confined, and Extreme Contexts

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

Huiru Yang, The State University of New York at Buffalo,  **Co-Chair**
Tatem Heather Burns, DePaul University,  **Co-Chair**
Katerina Bezruko, University at Buffalo, SUNY,  **Co-Chair**
Kim Binsted, University of Hawai‘i,  **Co-Chair**
Jelena Bracic, University of the Fraser Valley, Peter Suedfeld, University of British Columbia, Phyllis Johnson, University of British Columbia,  **Panelist**
Jenna Van Fossen, Michigan State University, Anthony Misisco, Michigan State University, Jefferson Teng, Michigan State University, An Idiographic Approach to Understanding Team Process Dynamics

**Submitter:** Huiru Yang, huiruyan@buffalo.edu

338. Symposium: 8:00AM–9:20AM  Lone Star Salon C
New Insights Into Day-Level Work–Nonwork Relationships

This symposium presents new research on day-level within-person relationships between work and nonwork variables and examines new and rarely studied antecedents, including supervisory support for recovery from work, temporal entrainment, task completion, prework strategies, and nonwork conflict, and withdrawal.

Charlotte Fritz, Portland State University,  **Co-Chair**
Morgan Rose Taylor, Portland State University,  **Co-Chair**
Caitlin A. Demsky, Oakland University, Greg R. Thrasher, Oakland University, Boris B. Baltes, Wayne State University,  **Co-Chair**
Supervisor Support, Work–Family Conflict, and Alcohol Use: The Role of SOC Behaviors

**Submitter:** Nataliya Baytalskaya, nataliya.baytalskaya@gmail.com

339. Panel Discussion: 8:00AM–9:20AM  Lone Star Salon D
Choose Your Own Adventure Consulting III: Unique Solutions to Common Challenges

Many common organizational challenges can be approached through various consulting methods. This panel brings together consultants from different I-O areas to offer practical, unique solutions for a fictional client’s problematic recruiting and selection system and high turnover, each focusing on one of the following areas: assessment, recruitment, training and development, and employee well-being.

Nataliya Baytalskaya, Caliper, a PSI business,  **Co-Chair**
Trevor J. Shyllock, Caliper, a PSI business,  **Co-Chair**
Patricia E. Grabarek, Workr Beeing/Infor Talent Science,  **Panelist**
Shareefa Amari, Routematch Software,  **Panelist**
Alissa D. Parr, PSI Services LLC,  **Panelist**
Erica N. Drew, DaVita,  **Panelist**

**Submitter:** Nataliya Baytalskaya, nataliya.baytalskaya@gmail.com

340. Panel Discussion: 8:00AM–9:20AM  Lone Star Salon E
Nudges: All Shapes and Sizes

In this session, I-O psychologists from five large companies (Capital One, Deloitte, General Mills, Glint, and PepsiCo) will discuss their nudge efforts to influence behavior. The panel will share their definition of nudging, examples, key learnings, and provide advice to others interested in nudging at their own companies.

Christina Fleck, Deloitte,  **Chair**
Hong Yu, Microsoft,  **Co-Chair**
Richard J. Chambers, II, General Mills,  **Panelist**
Roza Jankovic, PepsiCo,  **Panelist**
Michael Litano, BetterUp,  **Panelist**
Rick H. Pollak, Glint, now a part of LinkedIn,  **Panelist**

**Submitter:** Christina Fleck, crfleck4@yahoo.com

341. Panel Discussion: 8:00AM–9:20AM  Lone Star Salon F
Organizational Leadership: What Is Now Needed in a Changing World?

How does a rapidly changing business world affect organizational leadership? Do we need different types of leaders to lead successful organizations in the future? Do leadership requirements, characteristics, predictors and criteria also need to change? Five experienced leadership experts present and discuss their views, address audience questions, and make recommendations for moving forward.

Rob F. Silzer, HR Assessment & Development/ Baruch College, SUNY,  **Chair**
David V. Day, Claremont McKenna College,  **Panelist**
Stephen J. Zaccaro, George Mason University,  **Panelist**
William A. Schiemann, Metrus Group, Inc.,  **Panelist**
Jürgen Bank, BTS USA,  **Panelist**

**Submitter:** Rob F. Silzer, rob.silzer@prodigy.net

342. Panel Discussion: 8:00AM–9:20AM  Lone Star Salon G
Diamond in the Rough? Neurodiversity Inclusion in Practice

Four panelists present contemporary issues in the neurodiversity inclusion agenda: included conditions, identity, balancing medical and social models; inclusion of people with autism and developmental disabilities; the Stanford Neurodiversity project; and appropriating guidance from wider disability research. Participant discussion to explore how I-O research can support neurodiversity practice.

Nancy Elizabeth Doyle, Birckbeck,  **Co-Chair**
Eric Patton, St. Joseph’s University,  **Co-Chair**
Valentina Bruk-Lee, Florida International University,  **Panelist**
Susanne M. Bruyere, Cornell University,  **Panelist**
Lawrence Fung, Stanford University,  **Panelist**

**Submitter:** Nancy Elizabeth Doyle, n.doyle@bbk.ac.uk
New Advances in Social Network Science and Practice in Organizations

Social network analysis remains a hot topic in I-O psychology. This session brings together leading network researchers and practitioners to discuss latest applications in areas such as leadership, teamwork, innovation, conflict, and state-of-the-art network analytics. The panelists will also address critical issues needing attention when implementing network frameworks in organizations.

James D. Westaby, Teacher’s College, Columbia University, Chair
Prasad Balkundi, University of Buffalo, Panelist
Noshir Contractor, Northwestern University, Panelist
Travis J. Grosse, University of Connecticut, Panelist
David Krakhardt, Carnegie Mellon University, Panelist

Submitter: James D. Westaby, jdw43@columbia.edu

Friday Seminar 3: Conducting Pay Equity Analyses: The Essentials

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. Two consultants and an employment attorney will help the audience understand the essentials of conducting pay equity analyses. The seminar will cover how to interpret wage gap statistics, include a discussion of relevant laws and regulations regarding pay, and finish with a tutorial and hands-on exercises in conducting a pay equity analysis.

Mike G. Aamodt, DCI Consulting Group, Inc., Presenter
David Cohen, DCI Consulting Group, Inc., Presenter
Michelle Duncan, Jackson Lewis, P.C., Presenter

Submitter: Ho Kwan Cheung, hcheung@albany.edu

Friday Seminar 2: ML Powered Talent Assessments: Vision

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. This seminar introduces how machine learning may be used to enhance efficiency, accuracy, and experience of talent assessments. Three questions are covered: What could be done? What are key considerations? What techniques are most relevant?

Anthony S. Boyce, Amazon, Presenter
Tracey Talero, Amazon, Presenter
Mengqiao (MQ) Liu, Amazon, Presenter

Submitter: Jessica Blackburn, blackburn.jessica@gmail.com

Affective Pathways Linking Perceived Overqualification to Behavioral Outcomes

The authors examined anger and boredom as mediators in the lagged relationship between perceived overqualification (POQ) and employee behavior (i.e., cyberloafing and CWB), and job crafting as a moderator in this process. Results suggest that POQ is differentially related to cyberloafing and CWB via distinct emotions, and that job crafting mitigates some of these effects.

Stephanie A. Andel, Indiana University, Purdue University Indianapolis
Shani Pindek, University of Haifa
Maryana Arvan, University of Central Florida

Submitter: Stephanie A. Andel, sandel@mail.usf.edu

Workplace Harassment and Upward Displaced Aggression

Research on displaced aggression assumes that displaced aggression happens from a victim to less powerful others. Integrating the trickle-up effect notion with the theory of psychological contracts, “upward” displaced aggression is highlighted, whereby employees harassed by their coworkers because of their gender in turn behave aggressively toward their supervisor, whom they hold responsible.

Olivier Dorian Boncoeur, University of Texas at Dallas
Riki Takeuchi, University of Texas at Dallas
Phillip S. Thompson, Case Western Reserve University
Orlando Richard, University of Texas at Dallas

Submitter: Olivier Dorian Boncoeur, dorian.boncoeur@utdallas.edu

Meta-Analysis of Risk Factors for Counterproductive Work Behaviors

The authors conducted a meta-analytic review of risk factors related to counterproductive work behaviors (CWBs) among U.S. military personnel. Variables investigated in this study include both individual factors (e.g., personality, mental health, job attitudes) and contextual factors (e.g., military experiences, rank, and leadership) frequently implicated as risk factors for engaging in CWBs.

Lisa L. Brady, The University of Alabama
Marcus Credé, Iowa State University
Peter D. Harms, University of Alabama
Paul B. Lester, Army Analytics Group Research Facilitation Laboratory

Submitter: Lisa L. Brady, lisabrady01@gmail.com

Rebels With a Cause: The Role of Moral Identity in Workplace Deviance

The interactive effects of moral disengagement (MD) and moral identity (MI) in predicting employees’ self-reported counterproductive work behavior (CWB) and prosocial rule breaking (PSRB) were examined. PSRB was highest when MD and MI were high, but the effect on CWB was attenuated under the same conditions. Results highlight moral mechanisms driving workplace deviance.

David Cassell, Hofstra University
Kevin Nolan, Hofstra University

Submitter: David Cassell, davidsassell@gmail.com

Proud of Being Creative: Behavioral Consequences of Pride in the Workplace

Using 2 field samples, authors found that engaging in creativity was positively related to both authentic pride and hubristic pride. However, authentic pride promoted helping behavior and inhibits cheating behavior whereas hubristic pride did the opposite. Also, average peer creativity weakens the positive effect of creativity on hubristic pride but not on authentic pride.

Mo Chen, University of Science and Technology of China
Chao-chuan Chen, Rutgers University
Lufeng He, University of Science and Technology of China

Submitter: Mo Chen, mochen@ustc.edu.cn

When Competition Leads to CWB: Emotional Stability and Intimidation

Competitive work environments (CWE) have often been proposed to increase employee productivity. Despite this, the authors examined whether CWE influenced the use of intimidation and CWBI. A sample of 193 employees suggest that CWE increases the use of intimidation and CWBI. Additionally, this relationship was moderated by emotional stability.

Nga Do, Central Michigan University
Kyle Joseph Mann, Central Michigan University
Mansik Yun, Central Michigan University
Kimberly E. O’Brien, Central Michigan University

Submitter: Kyle Joseph Mann, Kjm2160gs@gmail.com

From Conflict to Undermining: The Role of Abusive Supervision and Personality

This investigation addresses several gaps in the work deviance literature by testing a 3-way integrative model of antecedents of social undermining based on transactional theory of stress. Authors argue for task conflict as antecedent of social undermining and adopt a context-person perspective to examine abusive supervision (context) and positive affectivity (personality) as potential moderators.

Gabriella Eisaa, San Diego State University
Scott W. Lester, University of Wisconsin–Eau Claire

Submitter: Gabriella Eisaa, geissa@sdsu.edu
Society for Industrial and Organizational Psychology

353. Poster: 8:30AM-9:20AM   Board 8
Employee Perceptions of and Engagement in Constructive and Destructive Deviance
Constructive deviance is debated as representing either positive or negative behavior. Authors directly assessed how organizational deviance acts were perceived, observed, reported, and engaged in by employees. Results indicated that constructive deviance acts were viewed more positively than destructive deviance acts, but that they were still viewed negatively and reported to organizations.

Emily Frye, Florida Institute of Technology
Michael Sawdy, Florida Institute of Technology
Michael McFerran, Florida Institute of Technology
Rob Allen Miller, Florida Institute of Technology
Gary N. Burns, Florida Institute of Technology
Submitter: Emily Frye, efrye2018@my.fit.edu

354. Poster: 8:30AM-9:20AM   Board 9
MSEM to Examine Protective Factors Against Sexual Harassment in the Military
In a multilevel structural equation model, the effect of leader trust through inclusion and group cohesion was examined in a military context. Specifically, the relationships were examined at the unit level. Results indicated that trust in leadership was significantly negatively related to sexual harassment through feelings of inclusion but not group cohesion.

Jessica Gladfelter, Virginia Tech
Brandon E. Solor, JHT, Inc.
Christopher Rodeheffer, U.S. Navy
Submitter: Jessica Gladfelter, jag92@vt.edu

355. Poster: 8:30AM-9:20AM   Board 10
Daily Prevention Focus and CWB: The Moderating Role of Prosocial Identity
This study tested the proposition that daily shifts in prevention focus influence daily shifts in CWB, and that this relationship is moderated by employee prosocial identity. Support was found for these relationships using multilevel modeling in an experience sampling study. Findings suggest that regulatory focus can fluctuate on a daily basis and that this fluctuation can influence CWB.

C. Allen Gorman, East Tennessee State University
Jonah Devaney, East Tennessee State University
Brooke Mende, East Tennessee State University
Submitter: C. Allen Gorman, gormanc@etsu.edu

356. Poster: 8:30AM-9:20AM   Board 11
The Effects of Commuting on Self-Regulatory Depletion and Unethical Behavior
Two studies tested a mediation model where commuting stress leads to self-regulatory depletion, which subsequently leads to engaging in unethical behavior. Findings support the notion that driving does deplete self-regulatory resources and that reduced self-regulation leads to higher likelihood to engage in unethical behavior.

Matthew D. Griffith, University of Texas at El Paso
Submitter: Matthew D. Griffith, mdgriffith@utep.edu

357. Poster: 8:30AM-9:20AM   Board 12
The Gossip on Workplace Gossip: A Latent Profile Analysis
Authors examined gossip profiles using data from 253 employee with a 3-wave longitudinal design. Three gossip (active, inactive and positive) profiles emerged. Proactive personality, abusive supervision, and co-worker conflict at Time 1 significantly predicted employee gossip profile at Time 2, which shaped employee job performance, innovation, job satisfaction, and turnover intentions at Time 3.

Daroona Jalil, Old Dominion University
Xiaohong (Violet) Xu, Old Dominion University
Wenqin Zhang, Nanjing University of Finance & Economics
Submitter: Daroona Jalil, djalil001@odu.edu

358. Poster: 8:30AM-9:20AM   Board 13
Heavy Identities: Carrying the Load of Weight-Based Mistreatment at Work
Authors examined the extent to which overweight employees in the US are bullied at work because of their weight. 89% of overweight employees report ever experiencing some form of mistreatment, and 39% report it within the past 6 months. Antecedents of and contexts in which weight-based mistreatment thrives are explored, as well as its consequences, in a sample of over 1,400 respondents.

Jaclyn M. Jensen, DePaul University
Grace Lemmon, DePaul University
Goran Kuljanin, DePaul University
Submitter: Jaclyn M. Jensen, jjensen10@depaul.edu

359. Poster: 8:30AM-9:20AM   Board 14
Reciprocal Relationship Between Workplace Incivility and Deviant Silence
This study explores the reciprocal relationship between workplace incivility and deviant silence. Authors suggest that experiencing incivility at work leads to employee opting for deviant silence, which in turn may predict further incivility. Also, it was hypothesized that individual’s level of moral attentiveness buffers the linkage between workplace incivility and deviant silence.

Rahman Khan, Universite de Pau et Pays de l’Adour
Ghulam Murtaza, Universite de Pau et Pays de l’Adour
Alexander Newman, Deakin University
Jean P. Neveu, UPAPA University in Bayonne, France
Submitter: Jean P. Neveu, j.p.neveu@univ-pau.fr

360. Poster: 8:30AM-9:20AM   Board 15
The Impact of Workplace Gossip on Gossiper Power and Retention
Authors examine how workplace gossip benefits gossipers. Results showed that negative and positive workplace gossip about organizations increases gossipers’ coercive and expert power, respectively. Also, employees enhancing expert power through the gossip tended to not voluntarily leave the organization. Findings offer implications regarding how to manage gossip and voluntary turnover.

Andrea Kim, Sungkyunkwan University
Jinhee Moon, Sungkyunkwan University
Submitter: Andrea Kim, vivalhr.andy@gmail.com

361. Poster: 8:30AM-9:20AM   Board 16
Implication of Downward Envy in a Job Search Context
This conceptual paper introduces downward job search envy. It is argued that upward job search envy is more related to constructive behavior but downward job search envy is related to avoidant and deviant behavior. Research proposes that both support from one’s developmental network and core self-evaluations can reinforce the desirable effects of envy and weaken the detrimental effects of envy.

Jaewoo Kim, University of Houston
Leanne E. Atwater, University of Houston
Ho-Jung Yoon, Sejong University
Submitter: Jaewoo Kim, dalhana47@gmail.com

362. Poster: 8:30AM-9:20AM   Board 17
Bullying in Korean Hotel Restaurant Kitchens: Why Is Everybody Always Picking on Me?
Workplace bullying is often prevalent in organizations especially in hotel kitchen restaurants. To investigate the antecedents and outcomes of bullying, a moderated mediation model is tested. Results support that acquiescent silence predicts counterproductive work behavior and defensive silence via bullying. Furthermore, temporary workers retaliated less aggressively in response to bullying.

Ki Ho Kim, Central Michigan University
Eugene Roh, Central Michigan University
Samuel A. Spralls, III, Central Michigan University
Young Jeong Kim, Dongguk University
Submitter: Ki Ho Kim, kimkho412@gmail.com
### 363. Poster: 8:30AM-9:20AM   Board 18
**How Status Influences Individuals' Responses to Approach- and Avoidance-Oriented CWB**
Authors extend research on the importance of distinguishing between approach and avoidance forms of aggression by demonstrating that the 2 types of aggression exhibit different interaction patterns with the same moderating variable: status. High status individuals react most negatively to approach-oriented CWB, whereas low status individuals will react most negatively to avoidance-oriented CWB.

Hun Whee Lee, Michigan State University
Lance Ferris, Michigan State University
Russell E. Johnson, Michigan State University

Submitter: Hun Whee Lee, leehun@broad.msu.edu

### 364. Poster: 8:30AM-9:20AM   Board 19
**Perpetrator-Targeted Reciprocated Incivility: Moderating Role of Agreeableness**
This study examined perpetrator-targeted reciprocated incivility using content analytic procedures. Multilevel regression results from 2,667 text responses to vignettes describing uncivil behaviors indicated perceived incivility predicts reciprocated incivility, and agreeableness moderates the relationship. Results support the idea of an "incivility spiral."

Juseob Lee, University of Central Florida
Alison M. Rada-Bayne, APIMetrics
Charlotte R. Holden, University of Central Florida
Steve M. Jex, University of Central Florida

Submitter: Juseob Lee, juseob.lee@knights.ucf.edu

### 365. Poster: 8:30AM-9:20AM   Board 20
**Neutralization, Moral Disengagement, and Workplace Outcomes: A Meta-Analysis**
Measures of moral disengagement and techniques of neutralization measure the same underlying construct: moral neutralization. In this analysis, 75 correlations of moral neutralization with workplace outcomes were averaged across 64 samples and a listwise sample of 18,847. The outcomes with the strongest correlations with moral neutralization were unethical pro-organizational behavior and CWBs.

Samuel Lee, University of Minnesota
Nathan R. Kuncel, University of Minnesota

Submitter: Samuel Lee, Leeex7833@umn.edu

### 366. Poster: 8:30AM-9:20AM   Board 21
**Coping With Success: Effects of Coworker Relationship Quality on Outperformer**
The authors examined the effects of coworker relationship quality on responses to outperformance. Across 2 studies, outperformers in high-quality coworker relationships intended to show affiliative behaviors toward the coworker via interpersonal concern. In contrast, outperformers in low-quality coworker relationships intended to show antisocial behaviors via feelings of superiority.

Soohyun (Ashley) Lee, The Graduate Center & Baruch College, CUNY
Anne E. Kato, The Graduate Center & Baruch College, CUNY
Kristin Sommer, The Graduate Center & Baruch College, CUNY

Submitter: Soohyun Lee, soohyun.ashley@gmail.com

### 367. Poster: 8:30AM-9:20AM   Board 22
**The Need to Belong: How to Reduce Workplace Ostracism**
The need to belong is a basic human motivation, the understanding of how and when the need to belong influences workplace ostracism is notably limited. Based on belongingness theory, this study examines the negative relationship between the need to belong and workplace ostracism by focusing on the mediating role of organizational deviance and the moderating role of in-role performance.

Miaomiao Li, Tongji University
Ho Kwong Kwan, China Europe International Business School (CEIBS)
Xiangfan Wu, Xinjiang University of Finance and Economics
Xiaofeng Xu, Tongji University

Submitter: Xiangfan Wu, xiangfanwu@hotmail.com

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**Question:** How do status and agreeableness affect workplace incivility and reciprocated incivility?

**Answer:** Status and agreeableness play significant roles in how incivility and reciprocated incivility are perceived. High status individuals tend to react negatively to approach-oriented incivility, while low status individuals react negatively to avoidance-oriented incivility. Agreeableness moderates this relationship, suggesting that agreeable individuals may be more forgiving of incivility, depending on their status.

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**Question:** What is the significance of moral neutralization in workplace outcomes?

**Answer:** Moral neutralization is a significant factor in workplace outcomes. The study found strong correlations between moral neutralization and unethical pro-organizational behavior and CWBs. This indicates that individuals who neutralize moral issues are more likely to exhibit unethical behaviors or CWBs in the workplace.

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**Question:** What are the effects of coworker relationship quality on the success of outperformers?

**Answer:** High-quality coworker relationships encourage affiliative behaviors towards the coworker, such as interpersonal concern. In contrast, low-quality coworker relationships prompt antisocial behaviors, possibly due to feelings of superiority. These findings highlight the importance of fostering positive coworker relationships to support success.

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**Question:** What is the role of the need to belong in reducing workplace ostracism?

**Answer:** The need to belong is a fundamental human motivation. This study investigating how the need to belong interacts with organizational deviance and in-role performance to reduce workplace ostracism. Understanding this relationship can help in designing strategies to promote organizational inclusion and reduce ostracism.
373. Poster: 8:30AM–9:20AM   Board 28
The Influence of Adult Attachment Orientation on Organizational Commitment and CWB
Authors examined how anxiety and avoidant attachment influence affective commitment (AC) and interpersonal/organizational counterproductive work behavior (CWB-I/CWB-O). Findings showed both attachment styles associated with increased CWB-I and CWB-O, and decreased AC. AC fully mediated the avoidant/CWB-I relationship and partially mediated avoidant/CWB-O and anxious/CWB-O relationships.
Bertha Rangel, Washington State University
Erica Lynn Bettac, Washington State University
Submitter: Enrique Lynn Bettac, erica.bettac@wsu.edu

374. Poster: 8:30AM–9:20AM   Board 29
The Effect of Desire for Revenge and Negative Reciprocity on Customer-Directed CWB
This study examines desire for revenge as a mechanism explaining customer-directed counterproductive work behaviors in service employees who have been mistreated by customers. Desire for revenge mediated the relationship between customer mistreatment and customer-directed counterproductive work behaviors in employees who were more likely to endorse negative reciprocity belief.
Agneszka Shepard, Mercer University
Kimberly E. O’Brien, Central Michigan University
Lilah Irene Donnelly, Mercer University
Submitter: Agnieszka Shepard, shepard_a@mercer.edu

375. Poster: 8:30AM–9:20AM   Board 30
Can We Reduce Positive Employment Recommendations for High-Performing Jerks?
In an experiment, it was found that by signaling their value of civility and willingness to let high performance compensate for civility, organizations may be able to increase reference provider attention to civility—and reduce attention to in-role performance—so that reference providers are less willing to recommend their rude yet high-performing colleagues.
Benjamin M. Walsh, University of Illinois at Springfield
Dana B. Kabat-Farr, Dalhouse University
Russell A. Matthews, University of Alabama
Benjamin D. Schulte, University of Illinois at Springfield
Submitter: Benjamin M. Walsh, bwals2@uis.edu

376. Poster: 8:30AM–9:20AM   Board 31
Why and When Team Members Display Pro-Group Unethical Behavior: Trickle In Effects of
Drawing on social information processing theory, authors examined and supported the trickle-in effect of ambidextrous environment on team pro-group unethical behavior and identified the mediating role of managers’ bottom line mentality and the moderating role of top managers’ high-performance expectations in 120 stores in China.
Mengxi Yang, Tsinghua University
Zheng Zhu, Renmin University of China
Xiaorong Wang, The Chinese University of Hong Kong
Submitter: Mengxi Yang, yangmx.15@sem.tsinghua.edu.cn

377. Poster: 8:30AM–9:20AM   Board 32
A Dyadic Theory of Customer Mistreatment
An advanced theoretical model of the evolution of customer mistreatment during a service encounter is presented. In this model, service employees’ and customers’ experiences are reciprocally related. Explanations of how customer mistreatment leads to either functional or dysfunctional outcomes are based on the 2 parties’ appraisals, emotions, and behavioral responses to the initial mistreatment.
Jiani Zhu, Georgia Institute of Technology
Kyoungjo (Jo) Oh, University of Connecticut
Eugene Kim, Georgia Institute of Technology
Submitter: Jiani Zhu, jianizhu@gatech.edu

378. Symposium: 10:00AM–10:50AM   201-202
All Work, All Play: Examining Play and Gamification Across Levels of the Organization
Scholarship on play and games at work is gaining traction and offering exciting new avenues for researchers and practitioners. This symposium introduces upcoming research on the topic of play at work to consider how playfulness, playful engagement, and a form of gamification can have benefits and detrimental effects for work performance at different levels of analysis within the organization.
Nicole Amanda Celestine, University of Western Australia, Co-Chair
Simon Restubog, University of Illinois at Urbana-Champaign, Co-Chair
Claire Aslinn Petelczyc, The Australian National University, Simon Restubog, University of Illinois at Urbana-Champaign, Alessandra Capezio, The Australian National University, Lu Wang, University of New South Wales, Playfulness at Work: When Can It Help and When Can It Harm?
Nicole Amanda Celestine, University of Western Australia, Gillian B. Yeo, University of Western Australia, Playful Engagement: Scale Validation and Nomological Network Analysis
Sebastian Marin, University of Minnesota, Yilei Wang, University of Minnesota, Twin Cities, Jiaqin Qu, University of Minnesota, Richard N. Landers, University of Minnesota, The Effects of Leaderboards: A Meta-Analysis
Sabine Sonnentag, University of Mannheim, Discussant
Submitter: Nicole Amanda Celestine, nicole.celestine@research.uwa.edu.au

379. Symposium: 10:00AM–10:50AM   203-204
Managing Workplace Mental Health: Implications for Employees and Employers
Diverse research methods provide insight into the intersections among work, mental health, and mental illness. This intermediate-level symposium addresses a gap in the I-O literature related to workplace mental health—how employers can protect employee mental health before, during, and after mental illness disclosure. This symposium offers practical suggestions for future research and practice.
Jennifer K. Dimoff, University of Ottawa, Co-Chair
Timothy Oxendahl, Portland State University, Co-Chair
Lev El-Askari, Willamette University, Jacquelyn M. Brady, Portland State University, Leslie B. Hammer, Portland State University, Importance of Role Ambiguity on the Health of Veterans in the Workplace
Kaya Dawn Finu, Hofstra University, Nicholas P. Salter, Hofstra University, The Relationship Between Mental Illness and Work-Related Outcomes
Silvia Bonaccio, University of Ottawa, Laurent M. Lapierre, University of Ottawa, Yanhong Li, University of Ottawa, Jane O’Reilly, University of Ottawa, Disclosing Mental Health Challenges at Work: Building Theory From the Ground Up
Nick Turner, University of Calgary, Zhanne Luybyhel, University of Calgary, Tara C. Reich, Surrey Business School, Samantha Batte, Queen’s University, Employee Disability Disclosure and Managerial Prejudice in the Return to Work Context
Julian I. Barling, Queen’s University, Discussant
Submitter: Jennifer K. Dimoff, jdimoff@pdx.edu

380. Special Event: 10:00AM–10:50AM   402-403
SIOP Select: Living Wage, Workplace Well-Being: Contributions From Project GLOW
The director-general of the ILO has called for fresh perspectives on living wages and work well-being. SIOP and AOP members have done so via Project GLOW (Global Living Organizational Wage). Melding presentation with Q&A, panelists share fresh breakthroughs in evidence-based well-being policy, monitoring work precariousness, and enabling decent work along global supply chains.
Stuart C. Carr, Massey University/Project GLOW, Chair
Bimal Arora, Aston University, Presenter
Lisa Hopfgartner, University of Innsbruck, Presenter
Divya Jyoti, Aston University, Presenter
Ishbel McWha-Hermann, University of Edinburgh, Presenter
Mahima Saxena, Illinois Institute of Technology, Presenter
Rosalind H. Searle, University of Glasgow, Presenter
Christen Seubert, University of Innsbruck, Presenter
Submitter: M. Gloria Gonzalez Morales, gonzalez.morales@uoguelph.ca
381. Community of Interest: 10:00AM–10:50AM  408-409
Personalized Career Pathing at Scale
All are invited to join us for a COI on personalized career development and career paths on a large scale. Discussed will be I-O’s perspectives and research on creating personalized career development plans for all individuals rather than the “high-potential” few, deploying these methods in organizations, and more. All are encouraged to share experiences, research, and ideas at this COI.
Kyle D. McNeal, Johnson & Johnson, Host
Alison L. O’Malley, BetterUp, Host
Eileen C. Toomey, Johnson & Johnson, Coordinator
Submitter: Eileen C. Toomey, eileen.toomey@slu.edu

382. Symposium: 10:00AM–10:50AM  502-503
The Role of Time for Creativity: Expanding the Lens in Creativity Research
The role of time with creativity has largely been implicitly considered, leaving little understanding on how time explicitly impacts creativity. This symposium focuses on the role of time for creativity using various methodological approaches in order to highlight work on time and creativity and inspire future research on this nascent area of research.
Alexander S. McKay, Virginia Commonwealth University, Co-Chair
Melissa Gutworth, Montclair State University, Co-Chair
Tin Nguyen, Pennsylvania State University, Co-Chair
Adam Damadzic, University of Nebraska at Omaha, Kelsey E. Medeiros, University of Nebraska, Omaha, The Balancing Act: Constraints, Idea Generation, and Time
Logan M. Steele, University of South Florida, Jay H. Hardy, III, Oregon State University, Eric A. Day, University of Oklahoma, When Creative Self-Efficacy Is Positively Related to Creativity and When It Isn’t
Wendelien van Eerde, University of Amsterdam, Flora Beekfink, Technical University Eindhoven, Christel G. Rutte, Tilburg University, Managing One’s Creativity? A Diary Study on Time Management and Creativity
Alexander S. McKay, Virginia Commonwealth University, Melissa Gutworth, Montclair State University, Tin Nguyen, Pennsylvania State University, Pressed for Creative Time: A Meta-Analysis of Time Pressure and Creativity
Roni Reiter-Palmon, University of Nebraska-Omaha, Discussant
Submitter: Alexander S. McKay, asmckay@vcu.edu

383. Panel Discussion: 10:00AM–10:50AM  Brazos
Surviving and Thriving: Improving Residents’ Clinical Learning Environment
Panel will discuss research, best practices, areas for improvement, and practical implications of clinical learning environments focusing on the medical residents. Along with multidisciplinary perspectives, opportunities for I-O psychologists to critically advance these programs will be discussed as well. Intermediate sophistication of clinical training environments will support the discussion.
Nastassia M. Savage, Virginia Commonwealth University, Chair
Riley L. Pegram, Clemson University, Co-Chair
Grace Hickam, Virginia Commonwealth University Health System, Panelist
Christopher S. Reina, Virginia Commonwealth University, Panelist
Donald Viper, Prisma Health, Panelist
Nicholas Vaghourk, Accreditation Council for Graduate Medical Education, Panelist
Stephanie A. Zajac, UT MD Anderson Cancer Center, Panelist
Submitter: Nastassia M. Savage, nastassia.savage@vcuhealth.org

384. Alternative Session Type with Presenters: 10:00AM–10:50AM  J W Grand Salon 1
Breadcrumbs in the Maze: Unlocking Access to Leadership for Women
Although the difficulty for women to rise to leadership positions has been historically called a “glass ceiling,” experts have more recently described the phenomenon as a labyrinth. The purpose of this session is to outline the various techniques that can be utilized to help women be successful. The session will begin with a panel discussion before moving into smaller, round table groups.
Stefanie A. Mockler, Vantage Leadership Consulting, Chair
Caitlynn Sendra, SAP Success Factors, Co-Chair
Livia Macedo, DDI, Presenter
Victoria P. Mattingly, Mattingly Solutions, LLC, Presenter
Bahareh Soltani, Paradigm, Presenter
Submitter: Caitlynn Sendra, gs5707@wayne.edu

385. Panel Discussion: 10:00AM–10:50AM J W Grand Salon 2
Are You In or Out? Conducting Surveys In-House Versus Using a Consultant
Practitioners from 5 technology companies (Google, ServiceNow, Qualcomm, VMWare, and NXP) will discuss the pros and cons of conducting employee surveys in-house compared to using a third-party consultant. This introductory session will cover topics such as how survey items are developed, how insights are delivered, and the amount of resources it requires to execute a survey program.
Micha J. Lueck, Qualcomm, Co-Chair
Bryan Aasen, Qualcomm, Co-Chair
Mary Kate Stimmle, Google, Panelist
Shawn M. Del Duco, VMWare, Panelist
Pete Hudson, NXP Semiconductors, Panelist
Michael C. King, ServiceNow, Panelist
Submitter: Bryan Aasen, aasenbryan@gmail.com

386. Ignite: 10:00AM–10:50AM  J W Grand Salon 3
Performance Management Transformation: Lessons Learned and Next Steps
Seven performance management (PM) practitioners and scholars will come together to do a lightning session on recent transformation in PM. Presentations include case studies from leading organizations and current and future research.
Mariangela Battista, IGT, Co-Chair
Elaine D. Pulakos, PDRI, an SHL Company, Co-Chair
Heidi M. Glickman, Heidi Glickman Executive Coaching & HR/Talent/ Org Strategy Consulting, Presenter
Sergey Garbov, AbbVie, Presenter
Christopher P. Mason, KeHE, Presenter
Jeffrey W. Orlando, Deloitte, Presenter
Matthew R. Walter, Medtronic, Presenter
Submitter: Mariangela Battista, battistam@optonline.net

387. Symposium: 10:00AM–10:50AM  J W Grand Salon 4
Addressing Job Insecurity Across the Globe: The Role of Resources
Job insecurity continues to be an issue that many organizations struggle to effectively address. This symposium highlights the role of various types of resources that can help reduce job insecurity cognitions and mitigate its negative effects. These resources include economic, social, job, personal, and health resources, which can serve to help individuals cope with perceived job threats.
Anthony Naranjo, University of Central Florida, Co-Chair
Mindy K. Shoss, University of Central Florida, Co-Chair
Lixin Jiang, University of Auckland, Xiaohong (Violet) Xu, Old Dominion University, Elena Zubelevich, University of Auckland, Chris Sibley, University of Auckland, Winners Take All: Reciprocal Relations Between Resources and Job Insecurity
Sean Palmer Marquardt Rice, Washington State University Vancouver, Tahira M. Probst, Washington State University Vancouver, Job Insecurity and Well-Being Outside the Workplace: Directional Effects Over Time
Lara C. Roll, Lingnan University, Hans De Witte, Katholieke Universiteit Leuven, Sebastiaan Rothmann, North-West University, Job Insecurity and Job Performance in Higher Education
Submitter: Anthony Naranjo, anaranj2@gmail.com

388. Symposium: 10:00AM–10:50AM  J W Grand Salon 5
Level Up: Exploring Implementation Level in Intervention Research
Workplace interventions can be implemented at various levels. Individual-level interventions seek to give employees tools to address health or...
389. Ignite: 10:00AM-10:50AM  J W Grand Salon 6
Lessons Learned: Fads, Fashions, and Folderol in I-O Psychology
This IGITE session provides examples of current and past practices in I-O psychology that relate to Marv Dunnette’s (1966) definition of Fads, Fashions and Folderol. Stressing evidence-based psychology, this session provides examples of lessons learned from using the MBTI for selection, phrenology and graphology, T Groups, employee engagement, emotional intelligence, learning agility, and grit. 
Ronald C. Page, Assessment Associates International, Presenter
Wayne F. Cascio, University of Colorado Denver, Presenter
Nancy T. Tippins, The Nancy T. Tippins Group, Presenter
Paul C. Green, Paul C. Green Ph.D., Inc., Presenter
Allen I. Kraut, Baruch College/Kraut Associates, Presenter
Deniz S. Ones, University of Minnesota, Presenter
Jürgen Bank, BTS USA, Presenter
Milt Hakel, SIOP Foundation, Presenter
Submitter: Ronald C. Page, ronald.page@aaai-assessment.com

390. Panel Discussion: 10:00AM-10:50AM  J W Grand Salon 7-8
More Than a Number: Managing Selection and Recruitment in the Digital Age
Although they can be tremendously advantageous for narrowing candidate pools and applying standardized selection decisions, advanced technology tools in selection and recruitment can often leave candidates feeling as if they are unable to fully showcase their skills and talents. Panelists will share insights and experiences with various applications of technology used in selection and recruitment.
Monica D. Elcott, PSI Services LLC, Chair
Allison N. Besl, Amazon, Panelist
Don M. Moretti, US Foods, Panelist
Kevin R. Reindl, San Diego Gas & Electric, Panelist
Andrew L. Solomonson, Delta Air Lines, Panelist
Kelsey M. Stephens, Macy’s Inc., Panelist
Submitter: Monica D. Elcott, melcott@psionline.com

391. Panel Discussion: 10:00AM-10:50AM  Lone Star Salon A
Unstructured Data in Organizational Research
This session will present first-hand experiences of using unstructured data sources to answer a variety of research questions. Topics discussed will focus on the use of unstructured data sources, experiences integrating unstructured and structured analyses, pros and cons of such types of data, and the types of research areas “uncovered” by using unstructured data compared to traditional methods.
Cavan J. Gray, PDRI, an SHL Company, Co-Chair
Alan D. Mead, Talent Algorithms, Inc. Co-Chair
Michael C. Campion, University of Texas Rio Grande Valley, Panelist
Noshir Contractor, Northwestern University, Panelist
Frederick R. Stilson, Lockheed Martin, Panelist
Submitter: Cavan J. Gray, cavangray@gmail.com

392. Panel Discussion: 10:00AM-10:50AM  Lone Star Salon B
Bringing Indigenous Voices to Industrial-Organizational Psychology
I-O has traditionally paid little attention to the perspectives of Indigenous employees and employers, both with respect to the challenges faced in the workplace but also the opportunities that Indigenous perspectives can bring to an organization and a workspace. This panel of Indigenous and non-Indigenous scholars will discuss how a greater collaboration can inform I-O theory and practice.
Catherine T. Kwantes, University of Windsor, Co-Chair
Adam T. Murry, University of Calgary, Co-Chair
Wendi Adair, University of Waterloo, Panelist
Jeffery Hewitt, York University, Panelist
Adam T. Murry, University of Calgary, Panelist
Theodore Latta, City of Portland, Panelist
Submitter: Catherine T. Kwantes, ckwantes@uwindsor.ca

393. Special Event: 10:00AM-10:50AM  Lone Star Salon C
SIOP Select: SIOP’s Leading Edge Consortium: Highlights and Lessons From the 2019 LEC
The 2019 SIOP Leading Edge Consortium (LEC) focused on the evolving state of assessment practice and science, and managing the disruption associated with the implementation of new technologies in organizations. Presenters summarize highlights from this event and reflect on the LEC as a unique vehicle for professional growth and how it can serve as a component of SIOP’s value to the profession.
Douglas H. Reynolds, DDI, Co-Chair
John C. Scott, APTMetrics, Co-Chair
Tracy Kantrowitz, PDRI, an SHL Company, Presenter
Fred Oswald, Rice University, Presenter
Eric D. Heggstad, University of North Carolina at Charlotte, Presenter
Lynn Collins, BTS USA, Presenter
Submitter: Douglas H. Reynolds, doug.reynolds@ddiworld.com

394. Symposium: 10:00AM-10:50AM  Lone Star Salon D
Trust and the Artificial Intelligence—Human Interface at Work
Artificial intelligence (AI) solutions are increasingly being utilized in businesses to help humans face complex decisions. Nonetheless, people prefer to rely on their own judgment. Authors present 3 papers that explore factors that influence workers’ trust in AI at work. Findings contribute to theory and have practical implications for AI design and implementation.
Riley Hess, University of Georgia, Co-Chair
Tara S. Behrend, George Washington University, Co-Chair
Edgar E. Kausel, Pontificia Universidad Católica de Chile, Punishing Naughty Machines? The Dynamic Nature of Algorithmic Advice Utilization
Samantha R. Dubrow, George Mason University, Andrew M. Naber, Gartner, Evaluating the Adaptive Workspace for Analyst Knowledge and Engagement
Riley Hess, University of Georgia, Nathan T. Carter, University of Georgia, Assessing Warmth and Competence in Artificial Intelligence Assistants
Submitter: Riley Hess, rileyyess96@gmail.com

395. Panel Discussion: 10:00AM-10:50AM  Lone Star Salon E
Translating the Hype: Evaluating Trends for Business Partners
HR business partners look to I-Os for a professional opinion on whether popular workplace trends are all hype or are grounded in scientific reality. Panel facilitators will play the role of “business partners” asking panelists about trends (e.g., grit, AI). Panelists will critically evaluate these trends and model best practices in communicating these conclusions back to business partners.
Kate LaPort, Amazon, Co-Chair
John Capman, Amazon, Co-Chair
Pamela Lipp-Hendricks, JP Morgan Chase, Panelist
Tiwi D. Marira, Facebook, Panelist
Landon J. Mock, U.S. Department of the Interior, Panelist
Jeffrey A. Ryer, Aon, Panelist
Kayo Sady, Amazon, Panelist
Submitter: Kate LaPort, kate.laport@gmail.com
Roya Ayman, Illinois Institute of Technology
Nahren Cama, I/O Solutions, Inc.
variables to work–family outcomes.
Data were collected from the employee and their spouse/partner. The
work-to-family conflict, family-to-work conflict, and work–family balance.
This study assessed the impact of (a) accessibility and availability, and
Interface
The Paradox of Communication Technology in the Work–Family
399. Poster: 10:30AM–11:20AM   Board 2
Poster Session (Inclusion, Work-Family): 10:30AM–11:20AM
Submitter: Thuy Hoang Truong, thuyhtruong7@gmail.com
Peter W. Seely, Centers for Disease Control and Prevention,
Panelist
Caitlin Meyer, PepsiCo,
ing classroom knowledge to their client work.
Panelists will discuss challenges, lessons learned and advice on apply-
environment and apply evidence-based solutions to complex issues.
Discus
New I-O psychology practitioners tend to experience challenges with
Practitioners
Got My Degree, Now What?: Lessons Learned From New
398. Panel Discussion: 10:00AM–10:50AM Lone Star Salon G
Organizational Approaches to Effective Management of an
Age-Diverse Workforce
This session presents evidence-based advice on how organizational
practices need to change in response to an increasingly age-diverse
workforce. Topics will include reducing barriers, modifying work, and
maximizing the advantages of age diversity. Authors focus on practical
advice stemming from ongoing research and practice and discuss how
applied intervention research can stimulate this field.
Daniela M. Andrei, Curtin University, Co-Chair
Gretchen A. Pelery, Centre for Transformative Work Design/CEPAR, Co-Chair
David Cadiz, Portland State University, Panelist
Jeanette N. Cleveland, Colorado State University, Panelist
Gweneth G. Fisher, Colorado State University, Panelist
Barbara Griffin, Macquarie University, Panelist
Submitter: Daniela M. Andrei, daniela.andrei@curtin.edu.au

397. Panel Discussion: 10:00AM–10:50AM Lone Star Salon F
Innovative Cognitive Ability Assessment: Advancing Theory, Technology, and Measurement
Five hiring assessment experts will discuss novel ways in which to mea-
sure cognitive ability using recently developed theories of cognitive abili-
ty and groundbreaking technology. Additionally, the panel will discuss how
these new measures address the issue of adverse impact as well as
contemporary issues such as mobile versus computer administration.
Donna Kingry, PDRI, an SHL Company, Chair
Darrin Grellie, SHL US LLC, Panelist
Ted B. Kinney, PSI Services LLC, Panelist
Jacob Seybert, Imbellus, Panelist
Daly Vaughn, Modern Hire, Panelist
Ken Yusko, University of Maryland, College Park, Panelist
Submitter: Donna Kingry, donna.kingry@gmail.com

396. Panel Discussion: 10:00AM-10:50AM Lone Star Salon F
Work–Family Effects of Unethical Pro-Organizational Behavior
This study explains why and when engaging in unethical pro-organiza-
tional behavior positively influences actors’ work–family positive spillover
and work–family conflict by focusing on the mediating roles of organiz-
ization-based self-esteem and work stress, and on the moderating role of
performing tensions. Empirical results from a 3-wave survey with 214
samples supported most of the hypotheses.
Haixiao Chen, Shanghai University of Finance and Economics
Ho Kwong Kwan, China Europe International Business School (CEIBS)
Jie Xin, Shandong University
Xiangfan Wu, Xinjiang University of Finance and Economics
Submitter: Xiangfan Wu, xiangfanwu@hotmail.com

395. Poster: 10:30AM–11:20AM Board 1
Reattachment to Work in the Morning and Day-Level Leader Outcomes
Based on daily survey data, authors examined leader reattachment
to work (i.e., mentally reconnecting) and its relationship with leader
outcomes. Results indicate that reattachment to work in the morning
is associated with higher anticipated task focus and activated positive
effect, and subsequent transformational leader behavior and vitality
throughout the workday.
Charlotte Fritz, Portland State University
Dana Auten, Portland State University
David E. Caughlin, Portland State University
Submitter: Charlotte Fritz, fritzc@pdx.edu

394. Poster: 10:30AM–11:20AM Board 5
Being Depleted, Down, Displaced: What Links Commute Incivility and Workplace Conflict?
Authors examined commute incivility and workplace conflict among 148
employees on 451 days. There were positive direct effects of commute incivility on ego depletion, negative affect, and relationship conflict.
Hypothesized indirect effects of commute incivility on workplace conflict and the interaction commute incivility x negative events were not found. Content’s sophistication is intermediate.
Yeong-hyun Hong, University of Alabama
Michael T. Ford, University of Alabama
Xiaochuan Song, Misericordia University
Submitter: Yeong-hyun Hong, yh5349@gmail.com

393. Poster: 10:30AM–11:20AM Board 6
Linking Boundary Management and Career Success: The Role of Work Goals and Exhaustion
Authors explore how boundary management affects career success in a
3-wave online study (N = 371). Employees with a preference to segment
work and home engaged in home-to-work transitions less frequently.
Home-to-work transitions, in turn, acted as a double-edged sword for
subjective success through an increase in both work goal attainment and
exhaustion. Content’s sophistication is intermediate.
Dana Unger, Norwich Business School
Angelika Kornblum, ETH Zurich
Gudela Grote, Swiss Federal Institute of Technology, Zurich
Andreas Hirschi, University of Bern
Submitter: Angelika Kornblum, akornblum@ethz.ch

392. Poster: 10:30AM–11:20AM Board 4
Family-Supportive Supervisory Behaviors and Perceived Benevo-

391. Poster: 10:30AM–11:20AM Board 3
Age-Diverse Workforce
Organizational Approaches to Effective Management of an
This session presents evidence-based advice on how organizational
practices need to change in response to an increasingly age-diverse
workforce. Topics will include reducing barriers, modifying work, and
maximizing the advantages of age diversity. Authors focus on practical
advice stemming from ongoing research and practice and discuss how
applied intervention research can stimulate this field.
Daniela M. Andrei, Curtin University, Co-Chair
Gretchen A. Pelery, Centre for Transformative Work Design/CEPAR, Co-Chair
David Cadiz, Portland State University, Panelist
Jeanette N. Cleveland, Colorado State University, Panelist
Gweneth G. Fisher, Colorado State University, Panelist
Barbara Griffin, Macquarie University, Panelist
Submitter: Daniela M. Andrei, daniela.andrei@curtin.edu.au

390. Poster: 10:30AM–11:20AM Board 2
Linking Boundary Management and Career Success: The Role of Work Goals and Exhaustion
Authors explore how boundary management affects career success in a
3-wave online study (N = 371). Employees with a preference to segment
work and home engaged in home-to-work transitions less frequently.
Home-to-work transitions, in turn, acted as a double-edged sword for
subjective success through an increase in both work goal attainment and
exhaustion. Content’s sophistication is intermediate.
Dana Unger, Norwich Business School
Angelika Kornblum, ETH Zurich
Gudela Grote, Swiss Federal Institute of Technology, Zurich
Andreas Hirschi, University of Bern
Submitter: Angelika Kornblum, akornblum@ethz.ch

389. Poster: 10:30AM-11:20AM Board 1
The Paradox of Communication Technology in the Work–Family Interface
This study assessed the impact of (a) accessibility and availability, and
(b) flexibility through communication technology, on the experience of
work-to-family conflict, family-to-work conflict, and work–family balance.
Data were collected from the employee and their spouse/partner. The
study extends previous research connecting communication technology
variables to work–family outcomes.
Nahren Cama, I/O Solutions, Inc.
Roya Ayman, Illinois Institute of Technology
Submitter: Nahren Cama, ncama@iosolutions.com

Poster Session (Inclusion, Work-Family): 10:30AM–11:20AM
Griffin Hall
Applying Self-Expansion to Work–Family Conflict and Enrichment

This study applied self-expansion theory as a framework for studying work–family conflict (WFC) and enrichment (WFE). In a 2-wave survey, self-expansion at work was negatively related to WFC and positively related to WFE. Degree of work involvement moderated both relationships. Research and practical implications are discussed.

Danielle Nicole Woods, Navy Federal Credit Union
Valerie J. Morganson, University of West Florida

Submitter: Danielle Nicole Woods, daninicoleswoods@gmail.com

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

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

Caitlin Q. Briggs, Michigan State University
Ann Marie Ryan, Michigan State University

Submitter: Caitlin Q. Briggs, briggs25@mbsu.edu

Do Gender and Sexual Orientation Stereotypes Differentially Impact Job Applicants

This study examines whether gay and lesbian applicants with varying leadership styles are evaluated similarly to heterosexual applicants. Authors examine whether the gender and sexual orientation of the applicant moderates the relationship between hireability and hiring criteria. The results suggest that the impact of competence and social skills on hireability was moderated by applicant type.

Kinsey Blue Bryant-Lees, Northern Kentucky University
Mary Kite, Ball State University

Submitter: Kinsey Blue Bryant-Lees, bryantleek1@nku.edu

Gender and the Psychological Experience of Negotiation: A Field Sample

Realists were profiled to capture their psychological experience of negotiation. Profiles were based on individual differences critical to gender influences and performance in negotiation. Findings revealed 2 unique psychological profiles, which suggest that profiles are context dependent and important to understanding negotiator job performance.

Tatemi Heather Burns, DePaul University
Alice F. Stuhlmacher, DePaul University

Submitter: Tatemi Heather Burns, tatemburns@gmail.com

Identifying as LGB at Work: Implications of Disclosure Within Work Teams

Much of the work done in today’s organizations is completed in teams, making it more likely that lesbian, gay, or bisexual employees will disclose their sexual orientation to members of their team. Yet, there has been little research on the outcomes associated with disclosure in work teams. This study examined the impact of disclosure on team conflict and withdrawal.

Jesse Caylor, Florida Institute of Technology
Jessica L. Wildman, Florida Institute of Technology

Submitter: Jesse Caylor, jcaylor2016@my.fit.edu

The Relationship Between Demographic Faultlines and Collective Voluntary Turnover

Authors examine the relationship between demographic faultlines and collective voluntary turnover using a sample of 356 strategic business units. Findings indicate a positive relationship (ß = 0.128), which is moderated by unit tenure (ß = -0.026).

Silvia Clark, University of South Carolina

Submitter: Silvia Clark, silvia.clark@grad.moore.sc.edu

A Multilevel Process Model of Research on Fatherhood and Impression Management

Based on cognitive depletion theory and a thorough review of the literature, this paper aims to develop a theoretically driven multilevel model to explain the process by which fathers manage their professional image and when they feel stigmatized upon the impact of societal and organizational influences and how these affect personal and work-related outcomes.

Shanna Daniels, Florida State University
Pamela L. Perrewe, Florida State University
Yufan Deng, Florida State University

Submitter: Shanna Daniels, srdaniels@fsu.edu

HIV+ Workers Facing Stigma: The Roles of Negative Affect and CD4 Count

Authors examined the role of HIV stigma in predicting negative psychological states and job performance among HIV positive employees. Drawing on COR theory, they tested a moderated-mediated model, with CD4 count, a measure of HIV progression, as the moderator. Data were collected from 211 HIV positive employees at 2 time points, 3 months apart. All theoretical predictions were supported.

Anthony Decoste, De La Salle University
Simon Restubog, University of Illinois at Urbana-Champaign
Yueyang Chen, University of Illinois at Urbana-Champaign

Submitter: Anthony Decoste, mail@adedoste.com

Encouraging Women to Identify With Male Exemplars in STEM and Non-STEM Organizations

Across 2 studies, authors explored a new strategy to recruit women in male-dominated domains. Teaching women about masculine stereotypes increased empathy for and identification with a male exemplar, as well as enhanced both interest in working with the male exemplar and attraction to his organization regardless of whether in a STEM (Experiment 1) or non-STEM field (Experiment 2).

Montana Lyn Drawbaugh, University of Akron
Evava S. Pietri, Indiana University-Purdue University Indianapolis
Victoria Colvin, University of Florida

India Johnson, Elon University
Submitter: Montana Lyn Drawbaugh, ml2168@zips.uakron.edu

A Target-Centered Approach for Determining How to Confront Workplace Sexism

The authors examined how differences in confronting sexism (timing of confrontation, location of confrontation, etc.) affect female targets’ workplace outcomes. Results demonstrated that confronting elicited beneficial outcomes compared to not confronting, regardless of the confrontation style or the number of confronters.

Kelly Dray, Texas A&M University
Isaac E. Sabat, Texas A&M University

Submitter: Kelly Dray, KellyDray@tamu.edu

Perceived Fairness of Workplace Accommodation: The Role of Controllability

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

Danielle M. Gardner, Michigan State University
Ann Marie Ryan, Michigan State University

Submitter: Danielle M. Gardner, gardn333@msu.edu
416. Poster: 10:30AM-11:20AM  Board 18  Improving Third-Party Reactions Toward Preferential Treatment through Affirmative Actions

This experiment shows that followers are less willing to work with a minority leader selected through a racial preferential treatment (as opposed to an identity-blind) affirmative action policy, indirectly via their negative affective state toward the selection procedure. Minority leaders can ameliorate this negative outcome by enacting proactive bids for leadership.

Varsha Gurumurthy, Nanyang Technological University
SinHui Chong, Nanyang Technological University
Submitter: SinHui Chong, sinhui.chong@ntu.edu.sg

417. Poster: 10:30AM-11:20AM  Board 19  Why Did They Stay? The Impact of Race-Based Discrimination on Work-Related Outcomes

This study examined why African Americans stay in organizations after experiencing racial discrimination and the impact of discrimination on work outcomes. In addition to lack of alternatives, employees stayed when their organization dealt with the discrimination satisfactorily and to keep seniority and benefits. Experiencing discrimination significantly related to multiple outcome variables.

Taniya Jauntae-Lee Harvey, George Washington University
Lynn R. Offermann, George Washington University
Abby Salvas, George Washington University
Submitter: Taniya Jauntae-Lee Harvey, taniyiaharvey@yahoo.com

418. Poster: 10:30AM-11:20AM  Board 20  Opt-Out Choice Framing Attenuates Gender Differences in the Decision to Compete

In most organizations, employees must apply (i.e., opt-in) to compete for promotions. In this study, authors examine how choice architecture (opt-in vs. opt-out framing) affects women’s willingness to compete. Although women are less likely than men to choose to compete under opt-in framing, there is a gender difference when the choice to compete is described using opt-out framing.

Joyce He, University of Toronto
Sonja Kang, University of Toronto
Nicola Lacetera, University of Toronto
Submitter: Joyce He, joyce.he@rotman.utoronto.ca

419. Poster: 10:30AM-11:20AM  Board 21  Climate of Inclusion: A Necessary Ingredient for a Successful Diversity Climate?

Authors examined whether a climate of inclusion (COI) moderated the relationship between diversity climate (ODC) and organizational outcomes, via justice (OJ). Results indicated that ODC related positively to OJ (β = 0.21), which in turn affected organizational outcomes. Also, COI buffered the ODC–OJ relationship (β = -0.17), such COI predicted positive outcomes regardless of the level of ODC.

Melissa R. Jenkins, Washington State University
Tahira M. Probst, Washington State University Vancouver
Submitter: Melissa R. Jenkins, M.S., melissa.jenkins@wsu.edu

420. Poster: 10:30AM-11:20AM  Board 22  Intergroup Contact and Islamophobia: Psychological Threat and Religious Identity as M

Since the 9/11 attacks, Islamophobia has increased worldwide. This study focused on intergroup contact that may reduce Islamophobia. It is hypothesized that intergroup contact is negatively related to Islamophobia under low psychological threat, and under low religious identity. Results from 121 non-Muslim employees showed that psychological threat was a moderator but not religious identity.

Tamoor Khan, Live Nation Entertainment
Nurcan Ensari, Alliant International University
Submitter: Nurcan Ensari, nensari@alliant.edu


Results showed that positive attitudes toward Asians diminished one’s ability to perceive the negative effects of experiencing subtle forms of microaggressions (as opposed to blatant forms of microaggressions). This was the especially true when the subtle microaggressions were based on positive stereotypes of Asians. The negative effects of acting on positive group stereotypes are discussed.

Jennifer Y. Kim, Los Andes Universidad (Bogotá, Colombia)
Caryn J. Block, Teachers College, Columbia University
Hong Yu, Microsoft
Submitter: Jennifer Y. Kim, j.kim@uniandes.edu.co

422. Poster: 10:30AM-11:20AM  Board 24  A Taxonomy of Challenging Cross-Cultural Situations in the Workplace

Though diversity can pose a challenge for organizations, it is not yet known which types of cultural situations are actually viewed by individuals as challenging. This study focuses on the development of a taxonomy illustrating the different types of cultural situations cited as challenging by employees. Analysis of over 500 incidents yielded 9 categories of challenging cultural situations.

Jennifer L. Klafehn, Educational Testing Service
Harrison J. Keil, Educational Testing Service
Submitter: Jennifer L. Klafehn, jklafehn@ets.org

423. Poster: 10:30AM-11:20AM  Board 25  Why Do You Need an Accommodation?: Controllability and Fairness Perceptions

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

Sarah Kuang, Michigan State University
Danielle M. Gardner, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Sarah Kuang, kuangsar@msu.edu

424. Poster: 10:30AM-11:20AM  Board 26  The Effects of Income Mobility on Personal Control and Leadership Attainment

Authors examined the relation between changes in an individual’s level of income (i.e., income mobility) and amount of control they feel they can exert on their environment. Findings suggest that individuals experiencing greater levels of downward mobility report precipitous declines in personal sense of control, which subsequently limits their likelihood of attaining positions of leadership.

Andrew C. Loignon, Louisiana State University
David Scheaf, University of North Carolina at Charlotte
Submitter: Andrew C. Loignon, andrew.loignon@gmail.com


The authors examined how a surface-level characteristic (racial background) and a deep-level characteristic (sexual orientation) influence the relationship between ambivalent sexism and self-esteem. Findings indicate that both race and sexual orientation significantly moderate this relationship, such that individuals of a racial or sexual minority experience greater negative effects.

Joie Magalona, California State University, Long Beach
Kelly Anne Van Geffen, California State University, Long Beach
Julia Britt, California State University, Long Beach
Elyse Holman, California State University, Long Beach
Lauren Hester, Dr. Amy Wax Psychology
Sarah Mendoza Michel, California State University, Long Beach
Catherine Rehmann, California State University, Long Beach
Amy Wax, California State University, Long Beach
Submitter: Joie Magalona, joiemagalona@gmail.com

426. Poster: 10:30AM-11:20AM  Board 28  Women-Exclusive Professional Development Programs Cause Inadvertent Backlash

Professional development programs (PDPs) that are provided exclusively to women offer many benefits but may have unintended costs of
backlash. As predicted, a female applicant was rated more negatively when she had participated in women-exclusive versus all-inclusive PDPs. Results suggest that women-exclusive PDPs elicit backlash but that backlash may be reduced by framing PDPs as all-inclusive. Amanda Mosier, Indiana University, Purdue University Indianapolis
Submitter: Amanda Mosier, amandamosier@iu.edu

427. Poster: 10:30AM–11:20AM  Board 29
Blocked by the Bamboo Ceiling? Meta-Analysis of Asian-Americans’ Perceived Leadership
This study was conducted to develop an introductory understanding of the relationships between race and perceptions of leadership perceptions. Using meta-analytic procedures, the relationship between race perceptions and individual leadership attributes/trait and race perceptions and measures of global leadership was compared. Amanda Mouton, St. Mary’s University
Cody B. Cox, St. Mary’s University
Submitter: Amanda Mouton, amandamouton@utexas.edu

428. Poster: 10:30AM–11:20AM  Board 30
Organizational Identification: A Mechanism for Organizational Transformation?
Strengthening social connections via organizational identification (OI) can potentially affect organizational transformation. A full structural equation model provided support for 4 key determinants of OI and organizational outcomes. Moreover, the positive relationship between inclusion climate and OI was stronger for women than men. Theoretical and practical implications are discussed. Patrick J. Rosopa, Clemson University
Arielis Moore de Peralta, Clemson University
Alena Hofrova, Clemson University
Jamie M. Fynes, Department of Defense
Phoebe Xoxakos, Clemson University
Katherine Brown D’Souza, Clemson University
Sarah Winslow, Clemson University
Submitter: Patrick J. Rosopa, prospopa@clemson.edu

429. Poster: 10:30AM–11:20AM  Board 31
Psychological Ownership and Decent Work: A Multivariate Study
Authors extend psychology of working theory by integrating social identity theory and incorporating psychological ownership into the model. Hypotheses were tested in a sample of 240 LGBTQ+ employees using a 3-wave design. The majority of hypotheses were supported, highlighting the need for further refinement of psychology of working theory. Rachel Williamson Smith, Louisiana State University
Lisa Baranik, University at Albany, SUNY
Ryan D. Duffy, University of Florida
Submitter: Rachel Williamson Smith, rsmith3@lsu.edu

430. Poster: 10:30AM–11:20AM  Board 32
Issues of Veterans in Non-Military Organizations
This paper categorizes and summarizes current literature on military veterans in non-military organizations, identifies gaps in the research, and provides directions for future research using a theory elaboration approach (Fisher & Aguinis, 2017). This review is primarily focused on post military-transition topics from an organizational perspective. Sarah Villanueva, University of Texas at El Paso
Submitter: Sarah Villanueva, s.villanueva@miners.utep.edu

431. Alternative Session Type with Presenters:
11:00AM–12:20PM  201-202
Promoting Diversity in I-O Graduate Programs: Walking the Talk
I-O psychologists strive to promote diversity and inclusion within organizations. I-Os must also develop and use best practices to promote D&I within the field, and within SIOP, by focusing on the pipeline. This alternative session focuses on practices and strategies for promoting diversity in graduate (master’s and doctoral) program recruiting, admissions, training, and placement.
Marcus W. Dickson, Wayne State University, Chair
Afra S. Ahmad, George Mason University, Presenter
Juliet Aiken, University of Maryland, Presenter

432. Symposium: 11:00AM–12:20PM  203-204
Cross-Sectional and Longitudinal Person-Centered Models in Organizational Research
This symposium highlights ways in which person-centered mixture models can be applied in organizational research. Specifically, this symposium illustrates the application of (a) latent profile analysis, (b) multiple-group analysis of similarity in latent profile solutions, (c) longitudinal latent profile and transition analyses, and (d) mixture regression analyses. Ann-Renée Blais, Department of National Defence, Co-Chair
Alexandre J.S. Morin, Concordia University, Co-Chair
Kelley Arredondo, University of Akron, Andrea F. Snell, University of Akron, Perceptions of Leadership Styles: Interpersonal Traits and Task-Oriented Behaviors
Ann-Renée Blais, Department of National Defence, Simon Houle, Concordia University, Michael R. Fronc, University at Buffalo, The State University of New York, A Person-Centered Perspective on Work Fatigue: Profiles, Protective Factors, Outcomes
Simon Houle, Concordia University, Alexandre J.S. Morin, Concordia University
Claude Fernet, Université du Québec à Trois-Rivières, A Latent Transition Analysis of Continuity and Change in the Commitment of Directors
Leandre-Alexis Chenard Poirier, Université de Montréal, Jean-Sebastien Boudrias, Université de Montreal, Nicolas Gillet, Universite de Tours, The Combined Effects of Destructive and Constructive Leadership
Kelley Arredondo, The University of Akron, Presenter
Leandre-Alexis Chenard Poirier, Universite de Montreal, Presenter
Simon Houle, Concordia University, Presenter
Submitter: Ann-Renée Blais, arblais@gmail.com

433. Symposium: 11:00AM–12:20PM  402-403
Myths and Urban Legends About Work-Related Relational Phenomena
Organizational research can be affected by myths and urban legends—incorrect, overly simplistic, or distorted assumptions about what is true or best practice. Presenters will discuss prevalent myths about work-related relational phenomena that permeate the popular press, practice, and the research literature. Topics covered include the work/family interface, mentoring, leadership, and teams.
Melissa M. Robertson, University of Georgia, Co-Chair
David B. Facteau, University of Georgia, Co-Chair
Tammy D. Allen, University of South Florida, Myths and Urban Legends About the Work and Family Interface
Lillian T. Eby, University of Georgia, Melissa M. Robertson, University of Georgia, David B. Facteau, University of Georgia, Myths and Urban Legends Related to Mentoring
Russell E. Johnson, Michigan State University, Myths That Exist in Contemplatory Leadership Literature
John E. Mathieu, University of Connecticut, Some Common Urban Legends in Teams Research
Submitter: Melissa M. Robertson, melmitch@uga.edu

434. Community of Interest: 11:00AM–11:50AM  408-409
Making the Qualitative, Quantitative With Text Analytics
COI facilitators invite practitioners, researchers, and students to join for a conversation about working with qualitative data. Best practices, including data collection methods (interviews, focus groups) and data analysis approaches (text mining, content and sentiment analysis) will be discussed. Participants are encouraged to bring their experiences and questions to this interactive session.
Sabrina D. Volpone, University of Colorado Boulder, Host
Maurice Johnson, CUNA Mutual Group, Host
Katharine O. Murray, American Family Insurance, Coordinator
Submitter: Katharine O. Murray, kmurray@amfam.com

435. Symposium: 11:00AM–12:20PM  502-503
Promoting a Culture of Reporting Health Concerns
Across 4 different contexts (academic, athletic, medical, and the military), researchers present the relative importance of a culture of reporting to the prediction of reporting behavior and corresponding outcomes.
Together the studies reveal the importance of culture to mitigating the well-documented phenomenon of under-reporting health concerns that plagues all industries.

Stephanie C. Payne, Texas A&M University, Chair
Stefan Val Dumlao, Texas A&M University, Co-Chair
Chloe Wilson, Clemson University, Thomas W. Brit, Clemson University, Gargi Sawhney, Auburn University, Kristen Jennings Black, University of Tennessee at Chattanooga, Unit Climate and Help Seeking Among Employees in High Risk Occupations

Ann H. Huffman, Northern Arizona University, Heidi A. Waymert, Northern Arizona University, Brian Alfred Eiler, Davidson College, Patrick C. Doyle, University of Georgia, Market Culture and Organizational Injury Rates

Victoria L. Kennef, University of Nebraska Medical Center, Reporting and Learning From Assisted Patient Falls Over Time

Stephanie C. Payne, Texas A&M University, Stefan Val Dumlao, Texas A&M University, Delbert Benny Holland, Texas A&M University, Health Science Center, Yimin He, Texas A&M University, Jose J. Hernandez-Muñoz, Texas A&M University, Angela Mulcahy, Texas A&M University, Reporting and Disclosing Medical Errors: The Role of a Just Culture

Tahira M. Probst, Washington State University Vancouver, Discussant

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

436. Symposium: 11:00AM–12:20PM Brazos
Work Environment and Individual Characteristic Interaction Effects on Work Outcomes

The existence of the work environment is usually ignored or explained away in organizational research, limiting the scientific and practical impact of research. This symposium presents research examining how the work environment interacts with individual characteristics (personality, experience, psychological needs) to predict outcomes such as job performance, job satisfaction, and motivation.

Jeff W. Johnson, SHL, Chair
Susannah Leigh Ivory, Pennsylvania State University, Rustin D. Meyer, Pennsylvania State University, New Perspectives on Situational Strength: Job Satisfaction and Reactions to Misfit

Melanie K. Prengler, Texas A&M University, Murray R. Barrick, Texas A&M University, Young Eun Lee, Texas A&M University, Motivational Strivings: Bridge From Personality and Job Characteristics to Behavior

Robert P. Tett, University of Tulsa, Neil Christiansen, Central Michigan University, Dan V. Simonet, Montclair State University, Margaret Judith Toch, Montclair State University, Shane Szemore, Central Michigan University, Confirmatory Strategy and Situational Specificity in Personality–Performance Linkages

Jeff W. Johnson, SHL, Interaction Effects of Personality, Experience, and Context on Leader Performance

Benjamin Schneider, University of Maryland/University of Southern California, Discussant

Submitter: Jeff W. Johnson, jeff.johnson@shl.com

437. Master Tutorial: 11:00AM–12:20PM J W Grand Salon 1
Missing Guidance on Missingness: Dealing With Missing Data in Applied Research

Missing data are an unavoidable reality in most research. Authors present a conceptual introduction to modern missing-data methods (e.g., FIML estimation and multiple imputation), demonstrate how these methods can be used in applied research, describe solutions to problems researchers may encounter while using these methods, and familiarize attendees with planned-missingness designs.

Jeffrey A. Dahike, HumRRO, Presenter
Michael G. Hughes, HumRRO, Presenter
Matthew C. Reeder, HumRRO, Presenter
Martin C. Yu, HumRRO, Presenter

Submitter: Jeffrey A. Dahike, jeffrey.dahike@gmail.com

438. Panel Discussion: 11:00AM–12:20PM J W Grand Salon 2
The Upside to Ipsative Scoring: A Consideration of Benefits in Modern Practice

Self-report personality assessment scoring may be ipsative or normative. Despite potential advantages, the psychometric characteristics of ipsative scores have been called into question as has their use in high-stakes employment testing. Panelists discuss the use and features of ipsative scoring, legal considerations of their use, and application of machine learning methods.

Kayo Sady, Amazon, Chair
Anne Scaduto, Capital One, Panelist
Emilie B. Tison, DCI Consulting Group, Inc., Panelist
Greg Haudek, Sutcliffe LLP, Panelist
Robert W. Stewart, Amazon, Panelist

Submitter: Kayo Sady, kayosady@amazon.com

439. Alternative Session Type with Presenters: 11:00AM–12:20PM J W Grand Salon 3
Creating a Diverse and Inclusive Workplace: An Exercise in Collective Wisdom

This session includes a highly interactive group activity and a panel discussion based on 4 real-life D&I-related scenarios. The hope is that, through the group activity and the following panel discussion, attendees will be able to identify actions critical to ensuring that their D&I initiatives make an impact and add value.

Bharati B. Belwalkar, American Institutes for Research, Chair
Richard F. Tonowoski, University of Maryland Baltimore County, Presenter
Kizzy M. Dominguez, K. Parks Consulting Inc. (KPC), Presenter
Lyndon U. Llanes, Verizon, Presenter
Alexandra I. Zelin, University of Tennessee at Chattanooga, Presenter

Submitter: Bharati B. Belwalkar, bharati.belwalkar@gmail.com

440. Alternative Session Type with Presenters: 11:00AM–12:20PM J W Grand Salon 4
Top Trends Roundtable Forum and Communities of Engagement Kickoff

Hosted by SIOP’s Membership Committee, this session will allow division members of all levels to participate in discussions moderated by accomplished I-O scholars and practitioners, in addition to networking with members engaged in similar topics. Attendees will select 3 areas of interest prior to attending the session. The research themes span 10 I-O topics, identified as the 2019 top trends.

Kristy Kay, Aptima, Inc., Co-Chair
Amalia Collobodghi, Live Nation Entertainment, Co-Chair
Tiffany R. Poepelmann, LinkedIn, Co-Chair
James G. Field, West Virginia University, Presenter
Emily D. Campion, Old Dominion University, Presenter
Nathan J. Mondragon, HireVue, Inc., Presenter
Wendy R. Boswell, Texas A&M University, Presenter
Marcus M. Butts, Southern Methodist University, Presenter
Charles C. Calderwood, Virginia Tech University, Presenter
Autumn D. Krauss, SAP SuccessFactors, Presenter
Kristen P. Jones, University of Memphis, Presenter
Lisa M. Kath, San Diego State University, Presenter
Jeffrey J. McHenry, Rainer Leadership Solutions, Presenter
Kara L. Orvis, Aptima, Inc., Presenter
Lynn M. Shore, Colorado State University, Presenter
Darlene J. Thompson, Key Bank, Presenter
Kelsey E. Medeiros, University of Nebraska, Omaha, Presenter

Submitter: Kristy Kay, kristy.mckay@gmail.com

441. Panel Discussion: 11:00AM–12:20PM J W Grand Salon 5
A Tale of Two Pay Gaps: An All-Female Expert Pay Equity Panel

All of us have seen the term “pay gap” in the media. This panel convenes I-O psychologists and employment lawyers for discussion of challenges in conducting pay equity studies. Presenters will define what the pay gap is, explain the differences between the adjusted and unadjusted gap, review what the research suggests are the causes, and connect to broader topics of pay equity and EEO.

Joanna L. Colosimo, DCI Consulting Group, Inc., Chair
Elizabeth Bradley, Fortney & Scott, LLC, Panelist
Lisa Grant Harpe, DCI Consulting Group, Panelist
Kathryn Mantoan, Orrick, Herrington & Sutcliffe LLP, Panelist

Submitter: Joanna L. Colosimo, JColosimo@dciconsult.com
442. Panel Discussion: 11:00AM–12:20PM  J W Grand Salon 6
Do You Know Who Your “Talent” Is? An Exploration of the Meaning of Talent at Work

Despite the importance of “talent” to organizations, there exists conceptual confusion about what talent means. This panel will provide a framework and examples of the talent construct from leading talent organizations, its implications for talent practices and outcomes, and how our notions of talent may evolve in the future.

Gunnar Schrah, McKinsey & Company, Chair
Traci Corner, Comcast, Panelist
Lorraine M. Dawson, PepsiCo, Panelist
Maren Dollwet, Walmart, Panelist
Stefanie Putter, Comcast, Panelist

Submitter: Gunnar Schrah, gunnarschrah@gmail.com

443. Panel Discussion: 11:00AM–12:20PM  J W Grand Salon 7-8
Modern Validity Arguments Meet Artificial Intelligence in Assessment

The panel will address several questions that juxtapose modern perspectives on validity with developments in AI-enabled assessment. The session will conclude with potential ways forward that harness the power of AI without sacrificing the art of validity argumentation. The multidisciplinary panel reflects thought leaders in AI-enabled assessment and validity.

Dan J. Putka, HumRRO, Chair
David W. Dorsey, HumRRO, Co-Chair
Joshua P. Liff, HireVue, Inc., Panelist
Evan F. Sinar, BetterUp, Panelist
Stephen G. Sireci, University of Massachusetts Amherst, Panelist
Eric J. Sydell, Modern Hire, Panelist
Kelly Trindel, pymetrics, Panelist

Submitter: Dan J. Putka, dputka@humrro.org

444. Alternative Session Type with Presenters:
11:00AM-12:20PM  Lone Star Salon A
Modern Problems Require Modern Solutions: New Approaches to Personality Assessment

In this IGNITE/Panel hybrid session, 5 panelists from academic and applied backgrounds will deliver an IGNITE presentation providing an overview of their innovative approach to personality assessment. Next, a moderated and open discussion will focus on similarities in the seemingly different approaches, creating future directions for research and practice, and answering audience questions.

Timothy J. Bartkoski, Aon, Chair
Evan R. Thyes, Aon, Presenter
Adam W. Meade, North Carolina State University, Presenter
Sara Lambert Gutierrez, SHL, Presenter
Jeff Foster, Missouri State University, Presenter
Tianjun Sun, University of Illinois at Urbana-Champaign, Presenter

Submitter: Timothy J. Bartkoski, tbj39@mail.umsl.edu

445. Alternative Session Type with multiple papers:
11:00AM-12:20PM  Lone Star Salon B
Contemporary Barriers to the Recruitment and Inclusion of Persons With Disabilities

Although strategies to support the labor market outcomes of persons with disabilities have been developed, barriers persist at various stages of the employment cycle. In this session, 5 empirical papers are presented on contemporary barriers to the recruitment (prehire) and workplace inclusion (posthire) of persons with disabilities, followed by group discussion on this topic.

Daniel Samosh, Queen’s University, Co-Chair
Brent J. Lyons, York University, Co-Chair
David C. Baldridge, Oregon State University, Co-Chair
Sandra L. Fisher, Münster University of Applied Sciences, Paola Girotto, Clarkson University, Catherine E. Connelly, McMaster University, Silvia Bonaccio, University of Ottawa, AI Recruitment and Selection Tools: Impact on Applicants With Disabilities
Alecia M. Santuzzi, Northern Illinois University, Robert Thomas Keating, Northern Illinois University, Jesus Martinez, Northern Illinois University, Response Options Affect Psychological Reactions and Disability Disclosure Rates
Daniel Samosh, Queen’s University, Addison Daniel Maerz, Queen’s University, Matthias Spitzmuller, Queen’s University, Stephan Boehm, St. Gallen University, Does Respect Matter? A Study of Accommodation-Focused Interpersonal Justice
Kayla B. Follmer, West Virginia University, Joy Beatty, University of Michigan, Dearborn, Anticipated Discrimination, Authenticity, and Counterproductive Work Behaviors
Alyssa K. McGonagle, University of North Carolina at Charlotte, Enrica N. Ruggs, University of Memphis, Does Video Training Help Reduce Bias Against Job Applicants With Disabilities?
Sandra L. Fisher, Münster University of Applied Sciences, Presenter
Alecia M. Santuzzi, Northern Illinois University, Presenter
Kayla B. Follmer, West Virginia University, Presenter
Alyssa K. McGonagle, University of North Carolina at Charlotte, Presenter

Submitter: Daniel Samosh, dan.samosh@utoronto.ca

446. Alternative Session Type with Presenters:
11:00AM-12:20PM  Lone Star Salon C
Know Your Worth: Results From the 2019 SIOP Salary Survey

This session will discuss the results of SIOP’s 2019 salary survey, including results of past iterations and trends over time. Discussion topics include SIOP members’ average income levels, as well as professional, educational and demographic variables associated with income disparities. The session will close with Q&A and information gathering to inform additional analyses and reporting efforts.

Chantale Wilson Antonik, Modern Hire, Presenter
Kristi Davison, Appalachian State University, Presenter
Amy DuVernet, Training Industry, Inc., Presenter
Alyssa Kaszycki, Presenter
Scott H. Oppler, HumRRO, Presenter

Submitter: Amy DuVernet, amyduv@gmail.com

447. Special Event: 11:00AM–12:20PM  Lone Star Salon D
SIOP Select: Distinguished Scientific Contributions Award Winners

Every year SIOP honors individuals who have made distinguished empirical and/or theoretical scientific contributions to the field of I-O psychology. Join us for a captivating and insightful take on lessons learned from top researchers in the field.

Mindy E. Bergman, Texas A&M University, Presenter
Dov Eden, Tel Aviv University, Presenter
Allen I. Kraut, Baruch College/Kraut Associates, Presenter
Philip M. Podsakoff, University of Florida, Presenter
Denise M. Rousseau, Carnegie Mellon University, Presenter

Submitter: Tyreece D. Mitchell, tyreece@demail.com

448. Symposium: 11:00AM–12:20PM  Lone Star Salon E
Assessment-Based Leadership Development Programs: The State of the Art (and Science)

Presenters will discuss cutting-edge assessment-based leadership development programs (LDPs) developed by premier organizations and consulting firms in I-O psychology. In-depth descriptions of the LDPs will be provided, including specific assessment components, delivery systems, development solutions, and data-based studies assessing the impact and effectiveness of these programs.

William Shepherd, The Wendy’s Company, Chair
Robert E. Lewis, APTMetrics, Inc., Brett W. Guidry, PepsiCo, Kimberly Happich, PepsiCo, Developing Organizational and Individual Excellence Through Assessment Centers
Andrea Valentine, Merck & Co, Ken Yusko, University of Maryland, College Park, Elliott C. Larson, Siena Consulting, Harold W. Goldstein, The Graduate Center & Baruch College, CUNY, Impact of an Assessment-Based Global Leadership Development Program
Sandra Hartog, BTS USA, Assessment as a Driver for Accelerated Development
Eric P. Braverman, Lutron Electronics Co., Inc., Discussant

Submitter: Ken Yusko, kyusko@sienaconsulting.com
449. Panel Discussion: 11:00AM–12:20PM Lone Star Salon F
Automation (In)Equality and the Future of Work: Interdisciplinary Perspectives
Emerging technologies have sparked important questions and debate about equal opportunity and employment. Too often, discussions remain in disciplinary silos, precluding the cross-pollination of ideas and resulting synergies. This panel of leaders in I-O psychology, economics, policy, law, business, and technology will offer unique perspectives on pressing questions about the future of work.
Lori L. Foster, North Carolina State University, Chair
David Autor, MIT, Panelist
Eric M. Dunleavy, DCI Consulting Group, Inc, Panelist
Frida E. Polli, pymetrics, Panelist
Jenny Yang, Urban Institute, Panelist
Submitter: Lori L. Foster, llfoster@ncsu.edu

450. Alternative Session Type with Presenters:
11:00AM–12:20PM Lone Star Salon G
Hear It From the Experts: How to Successfully Apply for Graduate Fellowships
This session provides attendees with information about applying for various external graduate fellowships, including the NSF GRFP, SIOP Joyce-Thayer, and Eisenhower fellowships. A panel of experts consisting of fellowship recipients and experienced fellowship reviewers will offer recommendations and interactively assist audience members in curating their unique application selling points.
Amber N. Schroeder, University of Texas at Arlington, Co-Chair
Traci Bricka, The University of Texas at Arlington, Co-Chair
Courtney M. Bryant, Michigan State University, Presenter
Chu-Hsiang (Daisy) Chang, Michigan State University, Presenter
Alissa D. Parr, PSI Services LLC, Presenter
Denise L. Reyes, Rice University, Presenter
Gwendolyn Paige Watson, Clemson University, Presenter
Submitter: Traci Bricka, traci.bricka@mavs.uta.edu

451. Alternative Session Type with Presenters:
11:00AM–12:20PM Lone Star Salon H
(Get Fired Up for Research!) Fireside Chat: New Directions in Gender and Work-Life
Five gender and work-life experts will discuss the current and futures directions of their research. They will discuss topics including gender differences, intersectional identities, and sociopolitical influences in work-life with the goal of inspiring research ideas. Attendees will participate in collective idea generation through forming a shared repository of ideas.
Linnea Ng, Rice University, Co-Chair
Christine L. Nittrouer, University of Houston-Downtown, Co-Chair
Alicia A. Grandey, Pennsylvania State University, Presenter
Ellen E. Kossek, Purdue University, Presenter
Russell A. Matthews, University of Alabama, Presenter
Kristen M. Shockley, University of Georgia, Presenter
Submitter: Linnea Ng, lcn4@rice.edu

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PAUL F. LEVY, University of Akron
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FEATURES
I/O Today: Brief articles tackling current events issues, emerging developments, innovative research, and current debates in the field.
Practitioner Forum: Applied lessons written by individuals working in I/O now; these articles provide the students with a unique window into the field, from I/O psychologists who are currently practicing.
Taking it to the Field: Hypothetical scenarios that give students the opportunity to practice the concepts from the chapter in an applied setting.

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Chapter 5 has been retitled Performance Management (formerly Performance Appraisal), signifying the broad topic under which Performance Appraisal falls.
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Several new I/O Today articles have been added, covering topics such as diversity and performance, the debate about eliminating performance ratings, and gamified microlearning.

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