Real Examples of Worker Upskilling and Reskilling: Lessons Learned

This panel will discuss unique and practical ways of upskilling talent, including how assessments can identify new career paths. The discussion will focus on practical examples of both employer and nonemployer programs that highlight implications and best practices for upskilling or reskilling in the talent-driven economy.

Nate T. Dvorak, The Gallup Organization, Chair
Aaron J. Kraus, Liberty Mutual Insurance, Panelist
Elynn Charlotte Maese, The Gallup Organization, Panelist
Cheryl Oxley, OutMatch, Panelist
Victoria J. Smoak, PepsiCo, Panelist

Submitter: Nate T. Dvorak, nathaniel.dvorak@gmail.com

Interrogating the Status Quo

Sponsored by the CEMA, LGBT, and WIN Committee Chairs, this session brings together Eden King, Lilia Cortina, Stefanie Johnson, Steven Rogelberg, and Derek Avery to discuss the positive diversity and inclusion changes they have seen in SIOP, where current gaps exist, and propose changes and directions for SIOP to take that will improve the experiences of IO psychologists.

Enrica N. Ruggs, University of Memphis, Co-Chair
Alexandra I. Zelin, University of Tennessee at Chattanooga, Co-Chair
Fred G. Macoukji, Walmart, Co-Chair
Derek R. Avery, Wake Forest University, Presenter
Lilia M. Cortina, University of Michigan, Presenter
Eden B. King, Rice University, Presenter
Stefanie K. Johnson, University of Colorado Boulder, Presenter
Steven G. Rogelberg, University of North Carolina at Charlotte, Presenter

Submitter: Susan M. Stewart, sm-stewart2@wiu.edu

Assessments in a Healthcare Setting: Challenges and Its Dynamic Nature During the Job Search Process

This session will present advice and guidance on developing and implementing assessments in a healthcare setting from a panel of I-O professionals, 2 internal and 2 external, who will share best practices and guidance on overcoming them.

Jerilyn Hayward, ServiceMaster, Chair
Eoin O'Callaghan, Aon, Panelist
Paul M. Fursman, SHL, Panelist
Jason N. Jaber, SHL, Panelist

Submitter: Jerilyn Hayward, jhayward02@yahoo.com

Rigor in People Analytics: How Much Is Practical in Organizations?

The value of people analytics as a competitive advantage has become clear. However, practicality and ethical questions remain barriers to successful implementation. This session will target how data analytic teams can best overcome these obstacles to deliver rigorous insights to their stakeholders that are practical, actionable, and ethical.

Michael B. Armstrong, Google, Host
Stephanie A. Zajac, UT MD Anderson Cancer Center, Coordinator

Submitter: Stephanie A. Zajac, zajac.stephanie@gmail.com

Unique Perspectives and Populations: Resilience Beyond the Nine to Five

Within management, resilience research has primarily focused on stressors that employees face in an organization. However, there is a sizable portion of adults who are not employed in traditional structures. This symposium investigates resilience in individuals who work outside of the traditional “9 to 5” realm, highlighting the unique experiences of these understudied populations.

Dominique Burrows, Rice University, Co-Chair
Danielle D. King, Rice University, Co-Chair
Isabel Maria Biotta, Rice University, Eden B. King, Rice University, Scott Tonidandel, University of North Carolina at Charlotte, Abigail R. Corrington, Rice University, Danielle D. King, Rice University, Michelle (Mikki) Hebl, Rice University, Minority Students’ Resilience in STEM

James P. O’Brien, Saint Mary’s University, Mitchell Rothstein, University of Western Ontario, Student Interpretation of Adverse Academic Experiences as a Component Resilience

Matthew J. W. McLamon, Mount Royal University, Bouncing Back: Resilience and Its Dynamic Nature During the Job Search Process

Robert R. Sinclair, Clemson University, Discussant

Submitter: Dominique Burrows, dominiquencoleburrows@gmail.com

I-Os Are From Mars, Business Leaders Are From Venus

I-O psychologists are grounded in evidence-based tools; but, if solutions are not attractive to business audiences, they lose practical significance and value. The panel will discuss experiences as internal and external consultants that have led I-Os to think critically about how they present research findings and incorporate best practices from experience, data visualization, and user experience.

Jerilyn Hayward, ServiceMaster, Chair
Amy Sarraf Renshaw, Hogan Assessments, Presenter
Cameron G. Brown, Southern Company, Presenter
Sarah Evans, ServiceMaster, Presenter
Erica I. Desrosiers, Johnson and Johnson, Presenter
Meisha-Ann Martin, Servicemaster, Presenter

Submitter: Jerilyn Hayward, jhayward02@yahoo.com

To Equivalency and Beyond: New Discoveries in the Mobile Assessment Realm

As technology evolves and provides opportunities for innovative HR practices, research must keep pace. This symposium explores dynamics between high-fidelity assessments and devices on which they are taken. Topics include scoring and applicant reaction differences between lead-er/nonleaders, device optimized/nonoptimized assessments, mobile cognitive, and latest trends in mobile assessment usage.

Jason N. Jaber, SHL, Chair
Eoin O’Callaghan, Aon, Marinus van Driel, Aon, Nicholas R. Martin, Aon, The Latest International Trends in Mobile Assessment Usage
Justin Rossini, DDI, Breanna R. Wexler, DDI, Leader-Level Versus Entry-Level Candidate Device Usage Trends
Paul M. Fursman, SHL, Jason N. Jaber, SHL, Exploring the Equivalence of a Mobile Optimized Cognitive Ability Assessment

Submitter: Jason N. Jaber, jason.jaber@shl.com

Asessments in a Healthcare Setting: Challenges and Opportunities

This session will present advice and guidance on developing and implementing assessments in a healthcare setting from a panel of I-O professionals with varying backgrounds and experiences. Discussed topics will focus on the unique challenges posed by practicing I-O psychology in a healthcare setting and guidance on overcoming them.

Matthew S. Prewett, Central Michigan University, Chair
John D. Arnold, Center for Physician Leadership Excellence, Panelist
Michael T. Brannick, University of South Florida, Panelist
Aimee K. Gardner, Baylor College of Medicine, SurgWise Consulting, Panelist

Submitter: Michael T. Brannick, mbrannick@bcm.edu

The Blend of Art and Science: Creative Interviewing Approaches

Four I-O professionals, 2 internal and 2 external, will share best practices, strategies, and lessons learned pertaining to 1 of 4 topic areas

Submitter: Evgeniya E. Pavlova Miller, jenny.pavlova@gmail.com

Unique Perspectives and Populations: Resilience Beyond the Nine to Five

Within management, resilience research has primarily focused on stressors that employees face in an organization. However, there is a sizable portion of adults who are not employed in traditional structures. This symposium investigates resilience in individuals who work outside of the traditional “9 to 5” realm, highlighting the unique experiences of these understudied populations.

Submitter: Stephanie A. Zajac, zajac.stephanie@gmail.com

Submitter: Nate T. Dvorak, nathaniel.dvorak@gmail.com

Submitter: Susan M. Stewart, sm-stewart2@wiu.edu

Submitter: Jerilyn Hayward, jhayward02@yahoo.com

Submitter: Jason N. Jaber, jason.jaber@shl.com

Submitter: Michael T. Brannick, mbrannick@bcm.edu

Submitter: Evgeniya E. Pavlova Miller, jenny.pavlova@gmail.com
associated with creative interviewing. Participants of this introductory session will hear experiences from all roundtable hosts and be encouraged to share their own experiences.

Kelsey L. Stephens, Macy’s Inc., Chair
Da A. Bologna, Procter & Gamble, Presenter
Michael C. Heil, Aon, Presenter
Emily A. Crowe, BTS USA, Presenter
Tyler Smith, Macy’s Inc., Presenter

Submitter: Kelsey L. Stephens, kmstephens328@gmail.com

461. Alternative Session Type with multiple papers:
12:30PM–1:20PM  JW Grand Salon 4
Work-Life Support for 21st Century Families: Academic and Industry Perspectives

Academics and practitioners present research on the effects of contemporary family caregiving scenarios on work-life outcomes, utilization and perceptions of caregiver-friendly practices, and the role of caregiving-specific work-life policies in predicting organizational outcomes. An expert panel discusses perspectives and solutions to problems facing working caregivers and their employers.

Tracy L. Griggs, Winthrop University, Co-Chair
Melissa M. Robertson, University of Georgia, Co-Chair
Rachel T. Hill, VMI, Co-Chair
Grace Boudjalis, Wayne State University, Reid J. Bramble, Pluralisight, Boris B. Baltes, Wayne State University, Emma K. Duerk, Wayne State University, The Sandwich Generation and Family-to-Work Conflict: A Multigroup Comparison
Melissa M. Robertson, University of Georgia, Lillian T. Eby, University of Georgia, Grandchild Care and Work-Family Conflict: A Cross-Lagged Panel Approach
Christopher K. Adair, Kincentric, Parenting Status and the Relationship With Engagement and Voluntary Turnover
Eleni V. Lobene, Aon, Presenter
Maura A. Stevenson, MedVet, Presenter

Submitter: Tracy L. Griggs, griggst@winthrop.edu

462. Ignite: 12:30PM–1:20PM  J W Grand Salon 5
Diversity and Inclusion in Action: Approaches to IGNITE Inclusive Workplaces

This IGNITE session brings together practitioners from different organizations to discuss the innovative approaches they are using to address diversity and inclusion (D&I). These strategies include leveraging engagement survey results to inform D&I initiatives, creating diverse candidate pools, incorporating minority employee journeys, and leveraging personality measurements to promote diversity.

Amber L. Burkhart, Hogan Assessments, Chair
Matthew L. Arsenault, Walmart, Presenter
Laura C. Lomeli, BetterUp, Presenter
Kimberly S. Nei, Hogan Assessments, Presenter
Melissa Sikesma, Humu, Presenter
LeClaire Teets, Eli Lilly and Company, Presenter

Submitter: Amber L. Burkhart, asmittick@hoganassessments.com

463. Panel Discussion: 12:30PM–1:20PM  J W Grand Salon 6
When Culture Counts: Multilevel Insights into the Global Workforce

The study of cultural values offers both researchers and practitioners a lens to understand the increasingly global organization. Although culture can be considered a property of national collectives, individual cultural values reside within and are exhibited by individuals. This panel’s goal is to bring together experts to discuss these values, with particular emphasis on the level of analysis.

Marc Cubrich, Modern Hire, Co-Chair
Joelle D. Elicker, University of Akron, Co-Chair
Catalina Flores, University of Akron, Co-Chair
Miriam Erez, Technion, Panelist
Paul J. Hanges, University of Maryland, Panelist
Piers Steel, University of Calgary, Panelist
Mary Sully de Luque, Arizona State University, Panelist

Submitter: Marc Cubrich, mmc140@zips.uakron.edu

464. Ignite: 12:30PM–1:20PM  J W Grand Salon 7-8
Machine Learning and Selection: Accessible Foundations for I-Os

Increasingly often, I-O practitioners are being approached about machine learning or asked to vet assessment vendors who use machine learning in their solutions. This session offers accessible foundations and best practice recommendations on a topic that can be intimidating.

Alison E. Carr, Modern Hire, Chair
Josh W. Allen, Walmart, Presenter
Adam S. Forman, Epstein Becker Green, Presenter
Nick C. Koenig, Modern Hire, Presenter
Adam T. Myer, Johnson & Johnson, Presenter
Fred Oswald, Rice University, Presenter

Submitter: Alison E. Carr, alison.carr@modernhire.com

465. Alternative Session Type with Presenters:
12:30PM–1:20PM  Lone Star Salon A
Rejecting the Dull: Teaching Students to Know and Love Statistics

This session will provide perspectives and tips for I-O psychology educators who teach statistics. IGNITE! talks by faculty from varied institutions and departments, and with students at different levels and varying majors, will cover how to teach students to love statistics.

Kristen Jennings Black, University of Tennessee at Chattanooga, Co-Chair
Alice M. Brawley Newlin, Gettysburg College, Co-Chair
Shaun Bergman, Appalachian State University, Presenter
Justin A. DeSimone, University of Alabama, Presenter
Drake John Doumit, Louisiana Tech University, Presenter
Patrick J. Rosopa, Clemson University, Presenter

Submitter: Alice M. Brawley Newlin, abrawley@gettysburg.edu

466. Panel Discussion: 12:30PM–1:20PM  Lone Star Salon B
Sell Outs: I-O Psychologists Who Sell!

This session will explore what it is like to have a sales-related career as an I-O psychologist. Topics will include the challenges involved in selling I-O related products and services, who is best and least suited to sell and why, and strategies to succeed at selling within our field.

Stephanie J. Sands, YSC Consulting, Chair
Spencer Garoace, Quantum Workplace, Panelist
Thomas Henrikse, A’HEAD Executive, Panelist
Levi R. Nieminen, BetterUp, Panelist
Lauren J. Weivoda, SOLVE, Panelist
Brett M. Wells, Perceptyx, Panelist

Submitter: Stephanie J. Sands, stephanie.sands@ysc.com

467. Panel Discussion: 12:30PM–1:20PM  Lone Star Salon C
Making Headlines: Corporate Scandals and Employee Trust

There’s no shortage of corporations making the headlines for scandalous behavior. Although the aftermath of corporate scandals often focus on regaining the public trust, less attention is paid to employee trust and how corporate scandals are created. This panel will discuss what factors enable scandals to occur, how scandals affect employee trust, and how corporations can regain employee trust.

Jessie Sanchez, Wayne State University, Co-Chair
Joseph E. Mrocz, Denison Consulting, Co-Chair
Marcus W. Dickson, Wayne State University, Panelist
Daniel Engster, University of Houston, Panelist
Carl Robinson, Vantage Leadership Consulting, Panelist
L. A. Witt, University of Houston, Panelist

Submitter: Jessie Sanchez, Jessie.Sanchez@wayne.edu

468. Symposium: 12:30PM–1:20PM  Lone Star Salon D
Evolving the Operationalization of the Pulse Survey Method

Pulse surveys have emerged as one of the most commonly applied employee listening mechanisms in organizations today. This symposium brings together practitioners who have implemented and researched various approaches to conducting pulse surveys in large organizations. This session will be most applicable to practitioners familiar with the implementation of organizational surveys.
469. Panel Discussion: 12:30PM–1:20PM   Lone Star Salon E
470. Panel Discussion: 12:30PM–1:20PM   Lone Star Salon F
471. Panel Discussion: 12:30PM–1:20PM   Lone Star Salon G
472. Panel Discussion: 12:30PM–1:20PM   Lone Star Salon H

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### 469. Panel Discussion: 12:30PM–1:20PM   Lone Star Salon E

**CHRO Panel on Changing Leadership in a VUCA world**

Four CHROs with I-O psychology PhDs discuss the challenge of identifying & developing organizational leaders for a rapidly changing VUCA world. What leader characteristics are needed to be successful and are they changing? Audience questions will be encouraged. Their CHRO experience is from 10 companies such as AT&T, Merck, Sara Lee, BankOne, Burger King, Baxter International, and MicroStrategy.

**Panelists:**
- Rob F. Silzer, HR Assessment & Development/ Baruch College, CUNY
- Miguel Miran, Graddick-Weir, Weir Group, LLC.
- Stephen J. Cerrone, SJC Advisors
- Richard T. Cober, MicroStrategy
- Lance E. Anderson, HumRRO
- Angelo S. DeNisi, Tulane University
- Paul E. Levy, University of Akron
- Etti Doveh, Technion
- Frank P. Igou, Louisiana Tech University
- Shuhua Sun, Tulane University
- Michael J. Burke, Tulane University
- Maura I. Burke, Tulane University

**Chair:**
- Kajal Rajan Patel, The Graduate Center and Baruch College, CUNY
- James Alexander Adaryukov, JHT, Inc.
- Brandon E. Sholar, JHT, Inc.
- Christopher Rodeheffer, U.S. Navy
- Christopher T. Rotolo, PepsiCo
- James Alexander Adaryukov, JHT, Inc.
- Benjamin P. Granger, Qualtrics
- William Becker, Virginia Tech University
- Nikola Fedorowicz, University of Houston
- Thomas W. Britt, Clemson University
- Walter Sowden, U.S. Army
- Walter Reed Army Institute of Research
- Janna Mantua, Walter Reed Army Institute of Research
- Thomas W. Britt, Clemson University
- Walter Sowden, U.S. Army
- Walter Reed Army Institute of Research
- Maura I. Burke, HumRRO
- Michael J. Burke, Tulane University
- Kristin Smith-Crowe, Boston University
- Eti Doveh, Technion
- Shuhua Sun, Tulane University
- Janna Mantua, Walter Reed Army Institute of Research
- Janna Mantua, Walter Reed Army Institute of Research
- Thomas W. Britt, Clemson University
- Walter Sowden, U.S. Army
- Walter Reed Army Institute of Research
- Ashlee McKeon, Walter Reed Army Institute of Research
- Alexxa Bessey, Clemson University
- Alexis McKeon, Walter Reed Army Institute of Research
- Alexxa Bessey, afbessey@gmail.com

**Poster Session (Technology, Org Culture, Health & Safety): 12:30PM–1:20PM   Griffin Hall**

473. Poster: 12:30PM–1:20PM   Board 1

**Effects of Harassment and Reporting Climate on Suicide Prevention**

This study examined the effects of discrimination, harassment, and negative reporting climate on each other and suicide ideation. Results indicated that discrimination and bullying were the only significant construct-level predictors of suicidality. At the question level, sex-based discrimination and psychological bullying displayed the strongest positive relationships with suicide ideation.

**Posters:**
- James Alexander Adaryukov, JHT, Inc.
- Christopher Rodeheffer, U.S. Navy
- Brandon E. Sholar, JHT, Inc.

474. Poster: 12:30PM–1:20PM   Board 2

**Psychological Safety, Ethical Leadership, and Perceived Combat Readiness in Soldiers**

This study examined the mediating relationship of psychological safety between ethical leadership and perceived combat readiness prior to deployment in U.S. Army soldiers. Cross-sectional survey data indicated that psychological safety partially mediated the relationship between ethical leadership and perceived combat readiness.

**Posters:**
- Alexxa Bessey, Clemson University
- Alexis McKeon, Walter Reed Army Institute of Research
- Alexis McKeon, Walter Reed Army Institute of Research
- Alexxa Bessey, afbessey@gmail.com

475. Poster: 12:30PM–1:20PM   Board 3

**Climate Strength: Antecedents, Moderating Roles, and Boundary Conditions**

Mean climate strength was meta-analytically examined as a moderator of work–group performance relationships. Findings supported climate strength as a moderator of relationships between work climate and productivity-related outcomes. Results also indicated that cultural individualism–collectivism, group size, and climate scale reliability, were the best predictors of climate strength.

**Posters:**
- Maura I. Burke, HumRRO
- Michael J. Burke, Tulane University
- Kristin Smith-Crowe, Boston University
- Eti Doveh, Technion
- Shuhua Sun, Tulane University
- Maura I. Burke, mauraburke504@gmail.com

476. Poster: 12:30PM–1:20PM   Board 4

**Hospice Nurses Workplace Social Support, Compassion Fatigue, and Work–Family Balance**

The purpose of this initial study was to examine the relationship among workplace social support, compassion fatigue, and burnout, in addition to the mediating role of satisfaction with work–family balance, among hospice nurses. Results found that satisfaction with work–family balance fully mediated the relationship between workplace social support and burnout.

**Posters:**
- Christina Cantu, Louisiana Tech University
- Michael D. Barnett, The University of Texas at Tyler
- Frank P. Igou, Louisiana Tech University
- Christina Cantu, can2c33@gmail.com

477. Poster: 12:30PM–1:20PM   Board 5

**Effects of Climate and Core Self-Evaluations on Citizenship Behaviors**

Authors proposed and tested a psychological process to explain the effects of diversity climate and coworker support on organizational citizenship behavior (OCB). Data gathered longitudinally from 250 personnel indicated that (a) the effect of diversity climate on OCB is indirect through coworker support, and (b) core self-evaluations affect all 3 paths in the model.

**Posters:**
- Nikola Fedorowicz, University of Houston
- Tina Zamanipour, University of Houston
The Impact of Ethical Leadership Depends on Climate Strength

Ethical leadership research has established that employees who see their leaders as more ethical tend to experience more positive outcomes. This study builds on previous research by examining the relationship between shared perceptions of ethical leadership and OBs and affective commitment at the group level and exploring whether this relationship depends on ethical leadership climate strength.

Kira Foley, George Washington University
Evan R. Hughes, Consortium Research Fellows Program
Jessica M. Badger Darrow, U.S. Army Research Institute

Inclusion as a Moderating Factor of Perceptions of the Reporting Climate

Inclusion has no moderating relation but a negative relation (β = -.635) with negative perceptions of the reporting climate for sexual assault in the military at the unit level. Findings indicate that unwanted workplace experiences and perceptions of the reporting climate are negatively related to inclusion.

Dorothee Horvath, Technical University of Darmstadt
Michael Frese, Asia School of Business

How to Induce Error Management Culture: Experimental Evidence From Newly Formed Teams

The question how an error management culture can be induced and if the beneficial effect on performance found in field studies can also be replicated in experimental settings remains unanswered. In 2 experiments with newly formed teams, authors successfully manipulated error management culture and experimentally replicated the beneficial effect of error management culture on performance.

Dorothée Horvath, Technical University of Darmstadt
Alexander Klamar, Leuphana University of Luneburg, Germany
Nina Keith, Technical University of Darmstadt
Michael Frese, Asia School of Business

Recovery During Downtime: Are All Leisure Activities Equal, and for Everyone?

Findings indicate that perfectionism type influences general health and alcohol use.

Sarah Nelsen, South Dakota State University
Kyle J. Page, American Family Insurance
Alper Kayaalp, South Dakota State University

Perfectionism and Health: Longitudinal Mediational Effects of Drug Use

This study examines the interaction of perfection, general health, and drug use, as well as the mediating effects of drug use on the relationship between perfectionism cluster and general health in a time-lag design.

Sarah Nelsen, South Dakota State University
Kyle J. Page, American Family Insurance
Alper Kayaalp, South Dakota State University

Recovery During Downtime: Are All Leisure Activities Equal, and for Everyone?

This study extends understanding of the relationship between nonwork leisure activities and well-being (i.e., happiness) using data from the 2013 American Time Use Survey. Results of an ANCOVA (controlling for hours worked) revealed certain activities were associated with higher well-being. There was not a main effect for gender nor an interaction between activity and gender on happiness.

Alicia Stachowski, University of Wisconsin-Stout
Mihyang An, University of Wisconsin-Stout
Marcy Young Illies, St. Cloud State University

An Empirical Investigation of Rideshare Driver Motivation and Work Outcomes

The ridesharing environment consists of favorable work characteristics, yet a number of negative work outcomes have been reported. Exploring contextual moderators of these relations, results indicated that work essentiality and resources helped explain why positive job attributes may
not be producing favorable work outcomes. Findings have important implications for rideshare work design.

Traci Bricka, University of Texas at Arlington
Amber N. Schroeder, University of Texas at Arlington
Submitter: Traci Bricka, traci.bricka@mavs.uta.edu

493. Poster: 12:30PM–1:20PM  Board 21
Fear, Rejoice, or Ignore? Employee Perceptions of and Reactions to Automation at Work
This study explores the effects of employee awareness of and appraisal of automation likelihood as threatening or empowering on workplace relevant attitudes, well-being, and performance. Furthermore, the effects of automation-related appraisals on developmental attitudes and behaviors are examined, providing insight into ways employees might prepare for impending automation.

Traci Bricka, University of Texas at Arlington
Amber N. Schroeder, University of Texas at Arlington
Submitter: Traci Bricka, traci.bricka@mavs.uta.edu

494. Poster: 12:30PM–1:20PM  Board 22
Reliability Checks on an Automated System: Effects on Behavioral Trust
Automation is expected to affect nearly every job in some way within 2 decades. Evidence (N = 197) found that automation trust is actively adjusted by users through "reliability checks." Researchers can intentionally influence the use of reliability checks to alter behavioral trust to levels appropriate to the reliability of the automated system to ensure maximum

Anna F. Godollei, University of Waterloo
James W. Beck, University of Waterloo
Submitter: Anna F. Godollei, afgodoll@uwaterloo.ca

495. Poster: 12:30PM–1:20PM  Board 23
The Virtual Reality Problem: Unequal Effects of Virtual Reality Sickness
Virtual reality programs can produce feelings called VR sickness. A meta-analysis was performed on the relationship between VR sickness and potential antecedents. VR sickness produces unequal effects across individual differences, these effects appear resilient across applications, and further research is needed to develop theory and identify explanatory mechanisms.

Matt C. Howard, University of South Alabama
Elise Van Zandt, University of South Alabama
Submitter: Elise Van Zandt, ecv18211@jagmail.southalabama.edu

496. Poster: 12:30PM–1:20PM  Board 24
Do LinkedIn Portraits Affect Hiring Decisions? Examining Gender and Facial Competence
Effect of candidate sex and facial competence on hiring decisions was examined. 704 participants were randomly assigned to LinkedIn profiles of either 2 female or 2 male candidates. Each participant viewed 2 portraits (1 high and 1 low in competence). Results showed no main effects; however, an interaction effect was significant.

Alexandra Luong, University of Minnesota Duluth
Kwesi O Adjei, University of Minnesota Duluth
Alisa Schultz, University of Minnesota Duluth
James Clairmont, University of Minnesota Duluth
Lauren A. Brown, University of Minnesota Duluth
Michaela Wurdelman, University of Minnesota Duluth
Submitter: Alexandra Luong, aluong@d.umn.edu

497. Poster: 12:30PM–1:20PM  Board 25
Bringing Artificial Intelligence Into the Firm: Developing Sociotechnical Capital
As artificial intelligence (AI) continues to grow in use in organizations, a stronger theoretical framework is needed to successfully integrate AI systems with employees. Authors build upon literature on organizational socialization to develop a framework and discuss models of AI integration. Collaborations can lead to a competitive advantage through the development of sociotechnical capital.

Erin Makarius, University of Akron
Debmalya Mukherjee, University of Akron
Joseph Fox, University of Akron
Alexa Fox, University of Akron
Submitter: Erin Makarius, makarius@uakron.edu

498. Poster: 12:30PM–1:20PM  Board 26
Job Characteristics and Turker Motivation: Amazon Mechanical Turk Crowdsourcing Study
Authors examined traditional theories relevance in gig work while also exploring gig specific variables for MTurk workers. Findings indicate that job characteristics were related to job attitudes, and this relationship was mediated by worker’s motivation. Moderated mediation of worker seriousness was not fully supported, indicating that work characteristics can be important for all gig workers.

Anna F. Godollei, University of Waterloo
James W. Beck, University of Waterloo
Submitter: Anna F. Godollei, afgodoll@uwaterloo.ca
499. Poster: 12:30PM–1:20PM  Board 27
Procedural Justice Perceptions of Automated Resume Screening
Participants (N = 332) reviewed a hiring procedure involving human or automated resume screening and judged its fairness on 11 procedural justice rules. Automated resume screening worsened perceptions of 5 justice rules, improved 1 rule, and did not significantly affect 5 rules. Perceived threat of robots moderated several effects.
Sean Michael Noble, North Carolina State University
Lori L. Foster, North Carolina State University
Submitter: Sean Michael Noble, smnoble2@ncsu.edu

500. Poster: 12:30PM–1:20PM  Board 28
Assessing the Accuracy and Validity of Facebook Ratings in the Selection Context
Limited research exists on the accuracy and validity of Facebook in selection processes. To assess this, 3 trained raters evaluated 197 Facebook profiles. Findings suggest that Facebook ratings of personality, cognitive ability, and risk taking may reliably reflect trait scores but lack predictive validity. Further, similarity and attractiveness may also interfere with rating quality.
Rachel Pohlman, Central Michigan University
Nga Do, Central Michigan University
Robert Loy, Central Michigan University
Stephen M. Colarelli, Central Michigan University
Submitter: Rachel Pohlman, pohlmt1r@cmich.edu

501. Poster: 12:30PM–1:20PM  Board 29
A Multilevel Analysis of Transformational Face-to-Face and Online Teaching
This study examined the effect of transformational teaching behaviors on learning outcomes at varying hierarchical levels. Results showed that transformational teaching was positively associated with learner performance and reactions. Course delivery method moderated the relationship, such that online instruction weakened the relationship between transformational teaching and course evaluation.
Jiayin Qu, University of Minnesota
Richard N. Landers, University of Minnesota
Sebastian Marin, University of Minnesota
Submitter: Jiayin Qu, quxxx179@umn.edu

502. Poster: 12:30PM–1:20PM  Board 30
An Instrument for Measuring Electronic Performance Monitoring Practices
Electronic performance monitoring (EPM) is a popular organizational practice, yet tools for measuring EPM implementation are outdated. Authors developed a new tool that includes recent technological innovations. Findings show that acceptance of EPM depends on the purpose, context, and individual being monitored, in addition to the technology itself.
David L. Tomczak, George Washington University
Sarah Zarsky, George Mason University
Peter Joseph Mancarella, George Washington University
Tara S. Behrend, George Washington University
Submitter: David L. Tomczak, davetomczak@gwu.edu

503. Poster: 12:30PM–1:20PM  Board 31
Revisiting Mobile Assessment: Demographics and Impact on the Assessment Process
This study examined the impact of device choice (i.e., mobile or non-mobile) on demographic characteristics, job level, and issues during assessment administrations. Findings indicate significant relationships between device choice and the gender, race, ethnicity, and job level applicants applied to. Mobile applicants were also more likely to exit the testing session or lose Internet connection.
Zachary Warman, Wonderlic, Inc.
Chris Bialko, Wonderlic, Inc.
Michael Grossenbacher, Wonderlic, Inc.
Submitter: Zachary Warman, zach.c.warman@gmail.com

504. Poster: 12:30PM–1:20PM  Board 32
Algorithmically Creating Progressive Matrices Items
The effectiveness of using GMA assessments in personnel selection is widespread. Some of the most common item choices to reduce translation cost are progressive matrices style questions. However, the cost and time to create progressive matrices items can be prohibitive. A method to algorithmically create progressive matrices style questions for cost effective item bank generation is presented.
Scott A. Withrow, Infor
Jeffery Partyka, Infor
Submitter: Scott A. Withrow, scott.withrow@infor.com

505. Panel Discussion: 1:30PM–2:20PM  201-202
Applicant Reactions to Assessment Tools Across the Overall Recruitment Experience
This session addresses the relevance of better understanding candidate experience with assessment tools in the current market. The panel will explore how applicants respond to various assessment tools, both traditional and more innovative and technology based, addressing the need of a better alignment across tools throughout the selection process to ensure candidate “delight.”
Gema Ruiz de Huydobro, HireVue, Chair
Melissa Marie Fakler, HireVue, Panelist
Christina M. Banister, Raymond James, Panelist
Benjamin P. Granger, Qualtrics, Panelist
Emily A. Ingalls, Psychological Associates, Panelist
Timothy C. Lisk, Facebook, Panelist
Submitter: Gema Ruiz de Huydobro, gema@hirevue.com

506. Alternative Session Type with Presenters: 1:30PM–2:20PM  203-204
Connecting to Build the Business Case for Evidence-Based Coaching Interventions
Although coaching is a highly effective leader development intervention, many practitioners face resistance when attempting to implement it throughout the enterprise as they must justify the cost and quantify the business impact. In this interactive session, scientist–practitioners from 5 organizations share their organizations’ varying perspectives on responsibly demonstrating ROI.
Alison L. O’Malley, BetterUp, Co-Chair
Ashley M. Guidroz, BetterUp, Co-Chair
Angela K. Geffre, Jones Lang LaSalle (JLL), Presenter
Lilly Lin, Deloitte Consulting LLP, Presenter
Ellen F. Lovell, Dell Technologies, Presenter
Adam J. Massman, Jones Lang LaSalle (JLL), Presenter
Samantha A. Morris, Northwestern Mutual, Presenter
Angela K. Geffre, Jones Lang LaSalle (JLL), Presenter
Stephanie L. Murphy, Dell Technologies, Presenter
Submitter: Ashley M. Guidroz, ashley.yousufzai@betterup.co

507. Alternative Session Type with Presenters: 1:30PM–2:20PM  402-403
Thinking Outside the Box: I-Os Improving Employment for Neurodiverse Individuals
This presentation will bring together a diverse group of professionals to discuss the challenges neurodiverse individuals face when seeking and transitioning into paid employment, and provide concrete examples of what I-Os are doing to change the face of disability employment. The goal of the session is to raise awareness and interest in what I-Os can do in this area of diversity and inclusion.
Kristin Sanderson Allen, SHL, Co-Chair
Valentina Bruk-Lee, Florida International University, Co-Chair
Sara Lambert Guiriez, SHL, Presenter
Laura Heron, Florida International University, Presenter
Rose A. Mueller-Hanson, Community Interface Services, Presenter
Christine L. Nittrouer, University of Houston-Downtown, Presenter
Garret Leonard Rosiek, Elmhurst College, Presenter
Submitter: Kristin Sanderson Allen, k kristin.allen@shl.com
508. Community of Interest: 1:30PM–2:20PM  408-409
Will It Work in Practice? Challenges for the Development of Training Programs
Among the top challenges for training and development professionals are delivering consistent training, evaluating learning and skills application, and demonstrating program value to leadership. This COI will address issues organizations face when creating and evaluating the success of different interventions. The aim is to provide opportunities for collaboration between research and practice.
Christina N. Lacerenza, University of Colorado, Boulder, Host
Victoria P. Mattingly, Mattingly Solutions, LLC, Host
Stephanie A. Zajac, UT MD Anderson Cancer Center, Coordinator
Submitter: Stephanie A. Zajac, zajac.stephanie@gmail.com

509. Panel Discussion: 1:30PM–2:20PM  502-503
Demystifying the Spousal Hiring Process: Perspectives From Seekers and Administrators
This session brings together established panelists who have been involved in the spousal hiring process to share their anecdotes and recommendations. Themes include lessons learned from spousal hiring experiences, disclosure decisions, timeline expectations, process preparation, and institutional approaches to address spousal hiring needs. The audience will have opportunities to ask their questions.
Kimberly A. French, Georgia Institute of Technology, Chair
Soner Dumani, American Institutes for Research (AIR), Co-Chair
Lauren Kuykendall, George Mason University, Co-Chair
Charles C. Calderwood, Virginia Tech University, Panelist
Reeshad S. Dalal, George Mason University, Panelist
Debra A. Major, Old Dominion University, Panelist
Winny Shen, York University, Panelist
Rong Su, University of Iowa, Panelist
Submitter: Kimberly A. French, KFrench0429@gmail.com

510. Symposium: 1:30PM–2:20PM  Brazos
Why Is Work So Hard? Exploring the Roles of Work Stressors on Health and Well-Being
Work is emotional, depleting, and, at times, exhausting. A series of 4 talks highlight the importance of understanding the dynamic relationships between work stressors and workers’ health. These presentations provide a complementary perspective for understanding the role of work events, physiological responses, recovery, and health behaviors that are critical for health and well-being.
Kelsey L. Merlo, University of South Florida, Chair
Emily Macias, University of Central Florida, Logan M. Steele, University of South Florida, Jane Jorgenson, University of South Florida, Maryana Arvan, University of Central Florida, The Good, the Bad, and the Ambivalent: Female Leaders’ Identity Asymmetry Experiences
Paul Werth, Dartmouth-Hitchcock Medical Center, Ilida B. Molloy, Dartmouth-Hitchcock Medical Center, David S. Jevsevar, Dartmouth-Hitchcock Medical Center, Psychological Detachment and Psychophysiological Strain With Surgeons
Keaton A. Fletcher, Georgia Institute of Technology, Claire Burnett, Georgia Institute of Technology, Leadership and Follower Health Behaviors: A Systematic Review
Submitter: Kelsey L. Merlo, kmerlo@usf.edu

511. Symposium: 1:30PM–2:20PM  J W Grand Salon 1
Weight No More: Strategies for Estimating and Communicating Relative Weights
Relative importance analysis is widely used to assess relative strength of predictors in multiple regression. This symposium highlights (a) estimation issues within relative importance analysis, including choice of estimation method and the effects of sampling and measurement error on estimation accuracy; and (b) the value in using this analysis to communicate results to nontechnical audiences.
Oren R. Shewach, Human Resources Research Organization (HumRRO), Co-Chair
Matthew C. Reeder, HumRRO, Co-Chair
Oren R. Shewach, HumRRO, Matthew C. Reeder, HumRRO, Michael Igernick, HumRRO, Comparison of Dominance and Relative Weights: An Applied Examination
Leo Alexander, III, Rice University, Michael T. Braun, DePaul University, Fred Oswald, Rice University, Patrick D. Converse, Florida Institute of Technology, Dominance Analysis: An Open-Source, Interactive, Web-Based R Shiny Tool
Charlene Zhang, University of Minnesota, Sean Robson, The RAND Corporation, Dominance Analysis as a Tool to Communicate Predictor Importance
Dan J. Putka, HumRRO, Discussant
Submitter: Oren R. Shewach, oshewach@humro.org

512. Panel Discussion: 1:30PM–2:20PM  J W Grand Salon 2
SIOP Advocacy 101: Making Your Voice Heard Where It Matters
This panel discusses how participants may contribute their expertise and will in developing member-driven advocacy under the umbrella of SIOP advocacy. Panelists raise awareness of the importance of I-O science and research in policy discussions, educating federal and congressional policy makers, and discuss how SIOP members can use their voice in our nation’s capital and at the grassroots level.
Alexander Alonso, Society for Human Resource Management (SHRM), Chair
Elizabeth O’Hare, Lewis-Burke Associates LLC, Panelist
Bill Ruch, Lewis-Burke Associates, LLC, Panelist
Kristin N. Saboe, Boeing, Panelist
Submitter: Alexander Alonso, alexander.alonso@shrm.org

513. Alternative Session Type with Presenters: 1:30PM–2:20PM  J W Grand Salon 3
A Conversation on Executive Assessment: Sharing Best Practices and Experiences
This mashup provides a forum for practitioners and academics to discuss varied approaches to executive assessment. A case study from Walmart will highlight considerations regarding the design of 2 different executive assessment programs used for both selection and development. Audience members will share similar stories regarding how executive assessment is handled in their own organizations.
Abigail E. Reiss-Carnow, APTMetrics, Presenter
Fred G. Macoukji, Walmart, Presenter
Caitlin J. Jacobson, APTMetrics, Presenter
Elizabeth A. Ritterbush, DDI, Presenter
Submitter: Abigail E. Reiss-Carnow, aebreiss@gmail.com

514. Panel Discussion: 1:30PM–2:20PM  J W Grand Salon 4
Policy Capturing 2.0: New Questions and Insights
This session will present current research on methodological best practices academics and applied practitioners should consider when conducting experimentally rigorous policy capturing studies. The panelists will provide their insights on important methodological details that are currently not discussed in the literature and for which limited research exists.
Elisa M. Torres, George Mason University, Co-Chair
Deborah DiazGranados, Virginia Commonwealth University, Co-Chair
Seth A. Kaplan, George Mason University, Panelist
Ronald P. Vega, For Marsh Group, Panelist
Ze Zhu, George Mason University, Panelist
Submitter: Elisa M. Torres, elisatorres1189@gmail.com

515. Panel Discussion: 1:30PM–2:20PM  J W Grand Salon 5
Translating I-O Psychology Knowledge for the Public in New Media
This session features a panel of I-O psychologists who have dedicated significant time and effort to translating and communicating I-O psychology research to the public. Panelists will share their experiences and challenges communicating through a diverse array of “new media,” including websites, podcasts, and social media platforms, and respond to questions from the audience.
Jose Antonio Espinoza, University of Western Ontario, Co-Chair
Nicholas L. Bremner, Uber, Co-Chair
516. Panel Discussion: 1:30PM–2:20PM J W Grand Salon 6
Best Practices and Innovations in Teaching Data Analytics
I-O psychology has played a key role in advancing the science of people analytics. Demand for analysts has led universities to add analytics to their curricula. Questions remain as to how to prepare students for entering the analytics space. This panel brings experts who have taught analytics across levels and domains together to share best practices and innovations in teaching analytics.
Ann-Marie Castille, Nicholls State University, Chair
Erin E. Bowen, Embry-Riddle Aeronautical University, Panelist
Ethan R. Burris, University of Texas at Austin, Panelist
Amit Mohindra, Wayfair, Panelist
Christopher B. Patton, Google, Panelist
Frederick R. Stilson, Lockheed Martin, Panelist
Tim VanTilborgh, Vrije Universiteit Brussel, Panelist
Submitter: Ann-Marie Castille, ar2636@gmail.com

517. Panel Discussion: 1:30PM–2:20PM J W Grand Salon 7-8
The Future of Talent Assessment: Evolution or Revolution?
Advances in technology and global socioeconomic trends are converging to shape talent assessment types, modes, and applications in a rapidly changing workplace. A seasoned and diverse panel of assessment industry experts will draw from first-hand experience in the evolution of testing, emerging technologies and trends to share insights and discuss implications for the future.
John A. Weiner, PSI Services LLC, Chair
William G. Harris, Association of Test Publishers, Panelist
Charles A. Handler, Rocket-Hire, LLC, Panelist
Douglas H. Reynolds, DDI, Panelist
Submitter: John A. Weiner, jweiner@psionline.com

518. Symposium: 1:30PM–2:20PM Lone Star Salon A
Extending Intersections: Emerging Themes in Organizational Intersectionality Research
Within organizational psychology, there is a history of examining the effects of demographic characteristics on workplace outcomes. However, much of this research examines demographic characteristics in isolation from one another. Authors present research that applies an intersectional framework to organizational research, acknowledging that individuals hold multiple identities at any given time.
Greg R. Thrasher, Oakland University, Co-Chair
Michelle H. Hammond, Oakland University, Co-Chair
Nicholas P. Salti, Hofstra University, Katina Sawyer, George Washington University, Scott T. Gebhardt, Mercer | Sirota, Layered Identities and Work Attitudes
Phani Radhakrishnan, University of Toronto, Soo Min Toh, University of Toronto, Xian Zhao, University of Toronto, Aqsa Dulli, University of Toronto, Triple Jeopardy and Social Dominance Orientation
Michelle M. Hammond, Oakland University, Greg R. Thrasher, Oakland University, Cort W. Rudolph, Saint Louis University, An Age–Gender Intersectional Investigation Into Agentic Penalties
Jeanette N. Cleveland, Colorado State University, Discussant
Submitter: Greg R. Thrasher, thrasher@oakland.edu

519. Symposium: 1:30PM–2:20PM Lone Star Salon B
Is Everything Still Clear: Continuing the Talent Management Transparency Conversation
Organizations continue to wrestle with talent management transparency that go beyond high potential status. With little guidance offered in the literature, the field seems to be focusing on an “all or nothing” approach, where the conversation revolves around disclosure or nondisclosure in a broad way; however, transparency is much more complex and deserves a more nuanced, detailed conversation.
Alyson B. Margulies, US Foods, Success Profiles:
523. Panel Discussion: 1:30PM–2:20PM Lone Star Salon F
Employee Engagement: On the Bill, but No Longer the Star of the Show

Engagement alone is not a sufficient survey program outcome. The conversation has turned to agile, people-centric approaches that help elicit better outcomes for individuals and organizations. But isn’t this just old wine in new bottles? A tenured panel of vendors will share perspectives on ways to define, measure, and implement the next generation of engagement programs and strategies.

Rebecca Masson, Qualtrics, Chair
Justin G. Black, Glint, now a part of LinkedIn, Panelist
Keri Collins, Willis Towers Watson, Panelist
Cecilia Elizabeth Herbert, Qualtrics, Panelist
Patrick K. Hyland, Mercer | Sirota, Panelist
Sarah R. Johnson, Perceptyx, Panelist
Mark Royal, Kom Ferrys, Panelist
William Werhanie, Culture Amp, Panelist
Submitter: Rebecca Masson, becky.greenberg@yahoo.com

524. Ignite: 1:30PM–2:20PM Lone Star Salon G
Hot Topics for the Future of Work: The Future (Age Diverse) Workforce

Seven scholars will discuss various ways in which an increasingly age diverse workforce reverberates across planning for and researching the future of work at an introductory to intermediate level. Presenters will summarize scientific research and offer practical solutions to stimulate and guide future research and practice. Audience questions and participation is encouraged.

Gretchen A. Petery, Centre for Transformative Work Design/CEPAR, Co-Chair
Gwethen G. Fisher, Colorado State University, Co-Chair
Cort W. Rudolph, Saint Louis University, Presenter
Elora Voyles, Southern Illinois University, Edwardsville, Presenter
David Cadiz, Portland State University, Presenter
Margaret E. Beier, Rice University, Presenter
David P. Costanza, George Washington University, Presenter
Submitter: Gwenth G. Fisher, gwen.fisher@colostate.edu

525. Alternative Session Type with Presenters: 1:30PM-2:20PM Lone Star Salon H
Messy Validation VI: What Would You Do If…?

This session brings together experienced I-O practitioners to explore how they would overcome unexpected situations when validating, implementing, and maintaining assessment solutions. Participants will discuss in small groups how they might deal with various situations and will also hear expert panelists’ insights.

Brett M. Wells, Perceptyx, Co-Chair
Kristina R. Barr, SHL, Co-Chair
Anthony S. Boyce, Amazon, Presenter
Christopher J. L. Cunningham, University of Tennessee at Chattanooga/Logi-Serve, Presenter
Dara Drescher, SHL, Presenter
Steven Jarrett, PSI Services LLC, Presenter
David B. Schmidt, DCI Consulting, Presenter
Submitter: Brett M. Wells, brett.wells57@gmail.com

Poster Session (Performance, Leadership): 1:30PM–2:20PM Griffin Hall

526. Poster: 1:30PM–2:20PM Board 1
Continuing Validation of the Follower Categorization Assessment

The authors assessed the construct validity of the Follower Categorization Assessment (FCA), a measure of susceptible followers. The emergent factor structure typified lost souls, bystanders, authoritarians, opportunists, and acolytes—the follower types of the toxic triangle framework of leadership. Correlations with other measures supported the typology and measure, although more work is needed.

Jessica Iovne Carrera, California State University, San Bernardino
Amber M. Olson, California State University, San Bernardino
Prince Siraj, California State University, San Bernardino
Memyll Manalo, University of South Alabama

527. Poster: 1:30PM–2:20PM Board 2
Abusive Supervision and State Paranoia: The Role of Sexual Orientation

Drawing on theories of paranoia and social stigma, this study proposes that abusive supervision induces employee paranoid arousal. Moreover, lesbian, gay, bisexual, transgender, and queer (LGBTQ) employees are expected to experience higher levels of paranoia when confronted with abusive supervision, indicating that the abusive supervision–paranoia relationship intensifies among LGBTQ employees.

Gabi Eissa, San Diego State University
Brent S. Opall, University of Wisconsin–Eau Claire
Submitter: Gabi Eissa, geissa@sdstate.edu

528. Poster: 1:30PM–2:20PM Board 3
An Exploration of Co-Leader Relationships and the Impact on Team Functioning

Co-leadership research is divided on whether this structure works, and little research examines what impacts effective co-leadership. This study fills a gap in the knowledge of what impacts successful co-leaders.

Using 49 U.S. Army co-leader dyads, authors show that engaging in positive co-leader processes is related to developing a strong relationship and to key co-leadership and team outcomes.

Lauren A. Lanzo, George Washington University
Lynn R. Offermann, George Washington University
Garett N. Howardson, U.S. Army Research Institute for the Behavioral and Social Sciences
Submitter: Lauren A. Lanzo, llanzo@gwmail.gwu.edu

529. Poster: 1:30PM–2:20PM Board 4
A Systematic Review and Critique of Research on “Healthy Leadership”

The authors present a systematic review and critique of the literature on models of “healthy leadership” and associated evidence from empirical studies (k = 35). They compare various models of “healthy leadership,” critically evaluate evidence for incremental predictive validity above and beyond established leadership constructs, discuss problems in the literature, and outline recommendations.

Lauren D. Murphy, Saint Louis University
Cort W. Rudolph, Saint Louis University
Hannes Zacher, Leipzig University
Submitter: Lauren D. Murphy, lauren.d.murphy@slu.edu

530. Poster: 1:30PM–2:20PM Board 5
Trans*Forming Leadership Impressions: Effects of Trans Label, Gender, and Behavior

This study examined the effect of leader’s expressed gender, presence or absence of a transgender label, and gendered leadership behaviors on general impressions of leadership. As transgender individuals increasingly step into (or come out within) leadership roles, this study advances our limited understanding of how people perceive these individuals as leaders.

Alessa Natale, The Graduate Center CUNY & Baruch College
Nicolette Ann Rainone, The Graduate Center & Baruch College, CUNY
Logan L. Watts, The Graduate Center & Baruch College, CUNY
Submitter: Alessa Natale, anatale@gradcenter.cuny.edu

531. Poster: 1:30PM–2:20PM Board 6
Let Your Employee Talk! The Effects of Servant Leadership on Employee Voice Behavior

Authors examined the impact of servant leadership on employee voice behavior using self-perceived status and affective-based trust, as well as work external locus of control as a moderator. Sample of 183 employees and 43 supervisors revealed that 2 pathways mediate this relationship when employees have a high work external locus of control personality.
532. Poster: 1:30PM–2:20PM  Board 7  
**Inclusive Leadership Improves Job-Goal Alignment for Diverse Teams**

Authors developed a measure of inclusive leadership and used this measure to explore job-goal alignment as a new mediator. The new measure predicted outcomes above and beyond an established inclusive leadership measure, and job-goal alignment mediated the relationship between inclusive leadership and the outcomes of engagement, felt responsibility for change, and justice perceptions.

Mathias J. Simmons, U.S. Army Research Institute  
Mark Poier, Consortium of Washington Area Universities  
Brendon Woody, Consortium of Universities of the Washington Metropolitan Area  
Submitter: Mathias J. Simmons, mathias_simmons@yahoo.com

533. Poster: 1:30PM–2:20PM  Board 8  
**A Trickle-Down Effect of Paradoxical Leadership on Employee Radical Creativity**

Adopting a time-lagged, 3-source field study, the authors examined how top managers’ paradoxical leadership enhances employees’ radical creativity. Findings indicate that top managers’ paradoxical leadership had a positive, indirect effect on employees’ radical creativity via its impact on department managers’ competitive psychological climate, followed by employees’ risk propensity.

Zheng Wang, Peking University  
Jack Ting-Ju Chiang, Peking University  
Shengming Liu, Peking University  
Haiyang Liu, Peking University  
Jiang Xu, Peking University  
Submitter: Jack Ting-Ju Chiang, jtchiang@gmail.com

534. Poster: 1:30PM–2:20PM  Board 9  
**Leadership in the Face of Threat: Directive Leadership in Response to Brexit**

Leadership response following the referendum vote in the United Kingdom to leave the European Union was studied. By applying the threat-rigidity hypothesis to the field of leadership, predictions were made on the response of individual leaders to the macro-level threat of Brexit. The outcome of the referendum caused an increase in directive leadership behaviors.

Hein Wendt, Korn Ferry  
Wout de Vries, RUG  
Harry Garretsen, RUG  
Janka Stoker, RUG  
Submitter: Hein Wendt, hein.wendt@kornferry.com

535. Poster: 1:30PM–2:20PM  Board 10  
**A Dynamic Approach to Abusive Supervision and Subordinates’ Emotions and Performance**

With a sample of 140 employees using a 4-wave longitudinal design, it was found that subordinates’ job performance was a product rather than a driver of abusive supervision. Abusive supervision caused subordinates’ negative emotions, which subsequently inhibited abusive supervision. Finally, subordinates’ negative emotions were related to increases in job performance.

Xiaohong (Violet) Xu, Old Dominion University  
Lixin Jiang, University of Auckland  
Yisheng Peng, George Washington University  
Peng Zhao, Indiana University  
Wenqing Zhang, Nanjing University of Finance & Economics  
Submitter: Xiaohong (Violet) Xu, redlittle1983@gmail.com

536. Poster: 1:30PM–2:20PM  Board 11  
**Leader Extraversion and Team Performance: Moderated Mediation Models**

Authors proposed 2 moderated mediation models that leader work engagement mediated the relationship between leader extraversion and team performance, and leader goal clarity and leader process clarity moderated the stage I effect as well as the mediating effect. Findings based on 226 team leaders support hypothetical models.

537. Poster: 1:30PM–2:20PM  Board 12  
**A Moderated Mediation Examination of Workplace Isolation**

This study examined the effects of social support and psychosocial safety climate on perceptions of isolation and their influence on contextual performance. Using the job demands-resources model as a framework, results indicated that both supervisor and coworker social support reduce perceptions of isolation and promote contextual performance. Implications and limitations are discussed.

Natalie Armenteros, Florida International University  
Valentina Bruk-Lee, Florida International University  
Submitter: Natalie Armenteros, narme003@fiu.edu

538. Poster: 1:30PM–2:20PM  Board 13  
**Job Performance: Comparing Differences Among the Self- and Organizationally Employed**

After establishing invariance of measures across groups, this study examined organizationally and self-employed workers in differing levels of workload, in-role behaviors, creativity, and innovative work behaviors. Although there were no significant or substantial differences in workload or in-role behaviors, self-employed workers reported higher levels of creativity and innovative work behaviors.

Erica Lynn Bettac, Washington State University  
Sean Palmer Marquardt Rice, Washington State University Vancouver  
Submitter: Erica Lynn Bettac, erica.bettac@wsu.edu

539. Poster: 1:30PM–2:20PM  Board 14  
**A New Hope: The Light Side of Helping Prevails**

The relationship between helping and work engagement is examined through 2 possible paths: daily self-esteem and daily depletion. Results indicated that providing task help positively predicts helper self-esteem and work engagement but was not associated with decreased levels of ego depletion when considered in concert with the benefits of providing help.

Emily A. Broksch, University of Central Florida  
Lauren R. Locklear, University of Central Florida  
Mark G. Ehrhart, University of Central Florida  
Steven W. Whiting, University of Central Florida  
Submitter: Emily A. Broksch, embroksch@knights.ucf.edu

540. Poster: 1:30PM–2:20PM  Board 15  
**Using Latent Personality Profiles to Improve Prediction of OCB**

This study examines issues underlying the weak prediction of OCB by personality traits. The study approaches the issue by making deliberate choices regarding measure specificity and uses latent profile analysis (LPA) as an exploratory technique. Results and conclusions discuss when LPA can be a valuable research tool and further directions regarding measure specificity.

Jordan Dovel, Bowling Green State University  
Michael J. Zickar, Bowling Green State University  
Submitter: Jordan Dovel, jdovel@bgSU.edu

541. Poster: 1:30PM–2:20PM  Board 16  
**A Social Network View of Advice Exchange and Job Performance Similarity**

This study examined how advice relationships influence job performance similarity. Results showed the strength of advice exchange relationship, mutual third-party advice ties, and structural equivalence between 2 employees were positively related to performance similarity.

Yimin He, Texas A&M University  
Zitong Sheng, Virginia Commonwealth University  
Xiang Yao, Peking University  
Xiaohong (Violet) Xu, Old Dominion University  
Submitter: Yimin He, yiminhe@outlook.com
Perception of OCB Engagement: Does Anyone Differentiate It From Task Performance?

Two studies using employees (Study 1) and supervisor–subordinate pairs (Study 2) examine how employees perceive their engagement in organizational citizenship behavior (OCB) in general. By measuring OCB as more generic engagement, authors attempt to address some of the limitations presented by common behavioral checklists pertaining to OCB operationalization and definition.

Ye Ra Jeong, Radford University
Kateryna Chaykovska, Service Management Group
Rachel Pohlman, Central Michigan University
Kimberly E. O’Brien, Central Michigan University
Alexander Stermer, Amazon

Submitter: Ye Ra Jeong, yejeng@radford.edu

Sleep on Helping Through Positive Affect: Moderating Role of Recovery

Drawing from the literature on sleep, helping behavior, and affect, this study investigated the role of sleep on helping behaviors. Using longitudinal cross-lagged panel design based on 3-time points with 481 working individuals in the U.S., significant indirect effects of sleep deprivation on helping through positive affect were found, which was conditional upon psychological detachment.

Juseob Lee, University of Central Florida
Shiyang Su, University of Central Florida
Emily A. Broksch, University of Central Florida
Steve M. Jex, University of Central Florida

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

Manager’s Negative Affectivity and Employees’ OCBs

This study examines the effects of manager’s negative affectivity (NA) on employee’s organizational citizenship behaviors (OCB). The results indicate that manager’s NA tends to reduce employee’s OCBs by increasing employee’s perception of abusive supervision and by negatively affecting their team climate.

Sung Won Min, Pennsylvania State University
Myungsun Kim, Australian Catholic University

Submitter: Myungsun Kim, myungsun.kim7@gmail.com

Helping Type, Hostile Attribution Bias, and State Self-Esteem at the Daily Level

Using an experience sampling method, authors examined the effect of receiving task and emotional help on state self-esteem at the daily level, moderated by hostile attribution bias. Results revealed that the 2 types of help received were differentially related to state self-esteem, and hostile attribution bias moderated the relationship between task help received and state self-esteem.

Wheeler Nakahara, University of Central Florida
Michael DiStaso, University of Central Florida
Reka Anna Lassu, University of Central Florida
Mark G. Ehrhart, University of Central Florida
Steven W. Whiting, University of Central Florida

Submitter: Wheeler Nakahara, wheelemakahara@knights.ucf.edu

Forced Citizenship and Broken Contracts Lead to Counterproductive Work Behavior

Growing interest surrounds the discretionary nature of organizational citizenship behavior and subsequent outcomes. Using multiphasic data (n = 315), support was found for a serial mediation from compulsory citizenship behavior through psychological contract breach then violation to counterproductive work behavior, explaining how forced citizenship might lead to detrimental outcomes.

Rachel Pohlman, Central Michigan University
Kimberly E. O’Brien, Central Michigan University
Agnieszka Shepard, Mercer University

Submitter: Rachel Pohlman, pohlman1rl@cmich.edu

Observer’s Influence on Bystanders/Observers to Prevent and Mitigate Sexual Harassment at Work

This study sought to address the need to (a) accurately measure the effects of dissimilarity on promotive voice but not on prohibitive voice. Gender dissimilarity was negatively related to the 2 types of voice. Furthermore, a higher position in both formal and informal social structures had decreased the negative effects of dissimilarity on promotive voice but not on prohibitive voice.

Jinyoung Sohn, Yonsei University
Hongseok Oh, Yonsei University
Hyuntak Roh, Yonsei University

Submitter: Jinyoung Sohn, jysohn@yonsei.ac.kr

Employee Happiness: Why We Should Care

This research explores how multidimensional structural antecedents would interact to predict the promotive and prohibitive voice. Gender dissimilarity was negatively related to the 2 types of voice. Furthermore, a higher position in both formal and informal social structures had decreased the negative effects of dissimilarity on promotive voice but not on prohibitive voice.

Shuhua Sun, Tulane University

Submitter: Shuhua Sun, ssun7@tulane.edu

Meta-Analytic Examination of OCB Self-Observer Convergence for Specific Indicators

The purpose of this meta-analysis was to investigate the convergence of self- and observer ratings of specific OCB indicators. Results showed the relationship between self-ratings and observer ratings of OCB depends on the specific behavior being measured. Specifically, correlations ranged from .09 to .38 and mean differences ranged from .01 to -.33.

Norberto Rodriguez, Washington State University
Bertha Rangel, Washington State University
Nichelle C. Carpenter, University of South Carolina
Jonathan M. Cottrell, Mercer
Gahyun Jeon, Northwestern University

Submitter: Norberto Rodriguez, norberto.rodriguez@wsu.edu

Observers in Sexual Harassment: Factors Related to Intervention

An overlooked, yet promising, area of study has been the involvement of bystanders/observers to prevent and mitigate sexual harassment at work. A newly developed measure assessing 4 behaviors of observer intervention (the ‘ABCDs’) was related to key outcomes of interest such as empathy, reactions to observed injustice at work and past experience with sexual harassment (as target and observer).

Ayesh Shampa, Independent Consultant
Aarti Shyamsunder, Psynomics Consulting
Churu Khanna, Independent Consultant
Patricia D’Souza, Sophia College

Submitter: Aarti Shyamsunder, aarti.shyamsunder@gmail.com

When Minorities Get Their Voice: The Role of Formal Position and Network Centrality

This study examines the effect of dissimilarity on promotive voice but not on prohibitive voice. Gender dissimilarity was negatively related to the 2 types of voice. Furthermore, a higher position in both formal and informal social structures had decreased the negative effects of dissimilarity on promotive voice but not on prohibitive voice.

Jinyoung Sohn, Yonsei University
Hongseok Oh, Yonsei University
Hyuntak Roh, Yonsei University

Submitter: Jinyoung Sohn, jysohn@yonsei.ac.kr

Sustaining Proactive Behavior in the Face of Situational Constraints

This study investigates the relationship between situational constraints and employee proactive behavior in a 3-wave field study. Findings reveal that employee prosocial motivation buffers the adverse effects of situational constraints on employee proactive behavior through buffering their adverse effects on felt responsibility for constructive change and work engagement.

Shuhua Sun, Tulane University

Submitter: Shuhua Sun, ssun7@tulane.edu

Employee Happiness: Why We Should Care

This research explores how multidimensional structural antecedents would interact to predict the promotive and prohibitive voice. Gender dissimilarity was negatively related to the 2 types of voice. Furthermore, a higher position in both formal and informal social structures had decreased the negative effects of dissimilarity on promotive voice but not on prohibitive voice.

Shuhua Sun, Tulane University

Submitter: Shuhua Sun, ssun7@tulane.edu

Observer’s Influence on Bystanders/Observers to Prevent and Mitigate Sexual Harassment at Work

This study sought to address the need to (a) accurately measure employees’ happiness, (b) link employee happiness to outcomes of organizational interest, and (c) assess the impact that organizational psychosocial factors have in decreasing employee happiness levels.

Ariane Thompson, Florida International University
Valentina Bruk-Lee, Florida International University

Submitter: Ariane Thompson, ariane@arianeathompson.com

Toward a Model of Optimal Performance at Work: Fostering Flow

Participants from a wide variety of occupations partook in a time-lag study exploring a model of optimal performance at work. Results support a model integrating flow metacognition, grit, and an interaction between mind wandering and trait mindfulness as antecedents of flow, and the relationships between flow and the outcomes of burnout, engagement, and job performance.

Ariane Thompson, Florida International University
Valentina Bruk-Lee, Florida International University

Submitter: Ariane Thompson, ariane@arianeathompson.com
553. Poster: 1:30PM–2:20PM  
Board 28
**Context Matters: Moderators of the Effect of Neuroticism on Adaptive Performance**

The literature on adaptive performance has shown a lack of focus on the contextual factors impacting employees’ adaptive behaviors. In this study, authors examine 5 contextual variables (role ambiguity, role conflict, role overload, change-related communication, and supervisor support) as moderators of the relationship between neuroticism and adaptive performance.

Victoria L. Whitaker, UnityPoint Health  
Kristi N. Lavigne, Saint Louis University  
Mindy K. Shoss, University of Central Florida  
Dustin K. Jundt, Saint Louis University

Submitter: Victoria L. Whitaker, victoria.whitaker@slu.edu

554. Poster: 1:30PM–2:20PM  
Board 29
**What Are We Measuring? Comparison Between Two Measures of Job Crafting**

There are 2 dominant perspectives of job crafting: the original conceptualization by Wrzesniewski and Dutton (2001) and the conceptualization rooted in the job demands-resources (JD-R) model by Timms and Bakker (2010). Authors compare job crafting scales rooted in the 2 frameworks, examining the factor structure and relationships with theoretically relevant antecedents and outcomes.

Carol Mindy Wong, George Mason University  
Lydia Craig, George Mason University  
Lois E. Tetrick, George Mason University

Submitter: Carol Mindy Wong, cwong17@masonlive.gmu.edu

555. Poster: 1:30PM–2:20PM  
Board 30
**Who is Better and Who is Best? What Differentiates Stars From the Rest**

This study used 2 separate samples to test the efficacy of a proposed definition of star employees and verified the accuracy of previous findings within the literature. In addition, authors qualitatively explored executives’ perceptions of star employees and identified a series of characteristics and behaviors that differentiate stars employees from other high performers.

Montana R. Woolley, Wright State University  
Gary N. Burns, Florida Institute of Technology

Submitter: Montana R. Woolley, woolley.9@wright.edu

556. Poster: 1:30PM–2:20PM  
Board 31
**Testing and Extending the Theory of Purposeful Work Behavior With High Performance**

The study tests and extends the theory of purposeful work behavior with multisource data from 109 unit managers and 344 employees. Specifically, employee’s conscientiousness, extraversion, and agreeableness have an effect on task performance via achievement, status, and communion striving, respectively. Also, authors show that these indirect effects are contingent upon the use of HPWP.

Junhyok Yim, Texas A&M University  
Murray R. Barrick, Texas A&M University  
Matthew Call, Texas A&M University  
Youngshin Kim, Seoul Theological University

Submitter: Junhyok Yim, yimjun@ys.mays.tamu.edu

557. Poster: 1:30PM–2:20PM  
Board 32
**Social Networks as Antecedents of Identification and Citizenship**

Results from a study of a construction company show that employees have similar levels of identification and citizenship behavior to those of their friendship ties, advice ties and coworkers structurally equivalent to themselves. In addition, similarity in identification mediated the relationship between advice ties and similarity in OCB.

Thomas Zagenczyk, Clemson University  
E. Erin Powell, North Carolina State University

Submitter: Thomas Zagenczyk, thomasj@clemson.edu

558. Panel Discussion: 3:00PM–4:20PM  
Panel A 201-202
**You Can’t Spell Administration Without I-O: Careers in Academic Leadership**

This panel comprising academic leaders from all levels (i.e., chair, dean, provost) of the academy will offer personal experiences related to their entrance and ascension in administration: advice from I-O psychologists to I-O psychologists. The panel will offer insights on higher education roles, and support the advancement of mid-career I-Os to their desired level of academic leadership.

Whitney Botsford Morgan, University of Houston-Downtown, Chair  
Derek R. Avery, Wake Forest University, Panelist  
Angelo S. DeNisi, Tulane University, Panelist  
Laura L. Koppes Bryan, University of Kentucky, Panelist  
Julie B. Olson-Buchanan, California State University, Fresno, Panelist  
Ethan P. Waples, University of Houston-Downtown, Panelist  
Michael J. Zickar, Bowling Green State University, Panelist

Submitter: Whitney Botsford Morgan, morganw@uhd.edu

559. Symposium: 3:00PM–4:20PM  
Panel A 203-204
**Synergies Between Teams and Social Network Literatures: Brokering the Paradigms**

This symposium highlights varied applications to the use of social network approaches in teams research and offers a number of ways in which to integrate the 2 going forward. Authors present a review of the co-evolution of the 2 literatures and 3 empirical studies that both integrate teams and networks and span multiple levels: from individuals nested in teams to between-team relationships.

Semin Park, University of Iowa, Co-Chair  
Adam A. Roebuck, University of Connecticut, Co-Chair  
Semin Park, University of Iowa, Travis J. Grosser, University of Connecticut,  
Adam A. Roebuck, University of Connecticut, John E. Mathieu, University of Connecticut,  
Understanding Work Teams From a Network Perspective  
Michael R. Kukenberger, University of New Hampshire, Ezan R. Crawford,  
University of Iowa, Jessica R. Methot, Rutgers University, Team Trust, and  
Performance: Examining the Predictive Validity of Network Approaches  
Ning Xu, University of South Florida, Prasad Balkundi, University of Buffalo,  
Brokering Their Way to Leadership: How Brokers Become Effective Between Teams  
Taiyi Yan, University of Maryland, College Park, Vijaya Venkatakaramani, University of Maryland, Chaoying Tang, University of Chinese Academy of Sciences  
Giles Hirst, Australian National University, How Brokerage Mitigates Adverse Effects of Interteam Competition on Team Innovation  
Dorothy R. Carter, University of Georgia, Discussant

Submitter: Adam A. Roebuck, adam.roebuck@uconn.edu

560. Friday Seminar: 3:00PM–6:00PM  
Panel A 301-302
**You Can’t Spell Administration Without I-O: Careers in Academic Leadership**

This panel comprising academic leaders from all levels (i.e., chair, dean, provost) of the academy will offer personal experiences related to their entrance and ascension in administration: advice from I-O psychologists to I-O psychologists. The panel will offer insights on higher education roles, and support the advancement of mid-career I-Os to their desired level of academic leadership.

Whitney Botsford Morgan, University of Houston-Downtown, Chair  
Derek R. Avery, Wake Forest University, Panelist  
Angelo S. DeNisi, Tulane University, Panelist  
Laura L. Koppes Bryan, University of Kentucky, Panelist  
Julie B. Olson-Buchanan, California State University, Fresno, Panelist  
Ethan P. Waples, University of Houston-Downtown, Panelist  
Michael J. Zickar, Bowling Green State University, Panelist

Submitter: Whitney Botsford Morgan, morganw@uhd.edu

561. Community of Interest: 3:00PM–5:30PM  
Panel B 408-409
**Neurodiversity and Inclusion in the Workplace**

The neurodiversity movement suggests that conditions such as autism, attention deficit/hyperactivity, and learning disabilities represent natural brain variability associated with both challenges and unique strengths. Participants will discuss how selection systems, performance management, and work environment features can be redesigned to include an increasingly neurodiverse workforce.

Nancy Elizabeth Doyle, Birckbeck, Host  
Alecia M. Santuzzi, Northern Illinois University, Host  
Erin M. Richard, Louisiana State University, Coordinator

Submitter: Erin M. Richard, erinrichard@lsu.edu
562. Symposium: 3:00PM–4:20PM  
Brazos

The Many Faces of Work and Well-Being: Untangling Relationships Between Work and Health

Although research on work and health has increased over the years, current understanding of the relationship leaves much to be desired. This symposium highlights the myriad ways in which work and health can affect each other, with a focus on health behaviors. Topics include presenteeism, burnout, sleep, work-life conflict, and risk behaviors.

Susannah Huang, Bowling Green State University, Chair
Samuel T. McBee, Bowling Green State University, Co-Chair
Emily A. Broksch, University of Central Florida, Brianna Engelson, University of Central Florida, Kristin A. Horan, University of Central Florida, Exploring Participation in Health Risk Behaviors Based on Occupational Risk
Daniel A. Gandara,Indeed, Kristina N. Bauer, Illinois Institute of Technology, Manima Saxena, Illinois Institute of Technology, The Buffering Role of Support Against the Development of Burnout Among Students
Kimberly A. French, Bowling Green State University, Candice L. Thomas, Saint Louis University, Susannah Huang, Bowling Green State University, Claire Elizabeth Smith, Bowling Green State University, Samuel T. McBee, Bowling Green State University, Testing a Model of Presenteeism Behavior: The Role of Presenteeism Pressure

Submitter: Susannah Huang, shuang1493@gmail.com

563. Special Event: 3:00PM-4:20PM  
Brazos

SIOP Select: The Third SIOP Machine Learning Competition

The third SIOP machine learning competition is a chance to (a) learn by doing, (b) bring new methods to the field, and (c) establish performance benchmarks. Adopting a Kaggle-like style, it provides an opportunity for the field to come together to tackle tough methodological problems, determine the best solutions systematically, and then share back insights and reproducible code.

Isaac Benjamin Thompson, Modern Hire, Co-Chair
Nick C. Koenig, Modern Hire, Co-Chair
Submitter: Isaac Benjamin Thompson, thompsonisaacb@gmail.com

564. Symposium: 3:00PM-4:20PM  
J W Grand Salon 1

Personality in the Workplace: How Much Does the Situation Matter?

Four studies uniquely illustrate how methodological and theoretical advances in situations research can be leveraged to advance our understanding of the role of personality in predicting individuals’ functioning in the workplace.

Sang Eun Woo, Purdue University, Chair
Rachel M. Saef, Northern Illinois University, Co-Chair
Andrew B. Blake, Texas Tech University, Nathan A. Hundley, Hogan Assessments, Ryne A. Sherman, Hogan Assessments, Person-Job Fit: Taking Situations Seriously
Loes Abrahams, Ghent University, John Rauthmann, Leopold-Franzens University Innsbruck, Filip De Fruyt, Ghent University, Personality States at Work: The Role of Traits and Self- and Other-Rated Situations
Rachel M. Saef, Northern Illinois University, Sang Eun Woo, Purdue University, How Do Managers, Coworkers, and Subordinates Affect Worker’s Personality Expression?
Edina Doci, Vrije Universiteit Amsterdam, Joeri Hofmans, Vrije Universiteit, Brussels, Timothy A. Judge, Ohio State University, Situations Predicting Changes in Transformational Leadership/Core Self-Evaluations
Submitter: Rachel M. Saef, rsaef@niu.edu

565. Panel Discussion: 3:00PM-4:20PM  
J W Grand Salon 2

Developing Frontline Leadership Talent: Foundations and Innovations

This session examines approaches organizations use to develop their largest and perhaps most critical population of leaders: first-level managers. Panelists from diverse organizations will discuss the capabilities these managers need to develop, how their foundational talent management processes target those capabilities, and innovations for developing frontline leadership talent.

Cindy McCauley, Center for Creative Leadership, Chair
Becca A. Baker, McKesson Corporation, Panelist
William A. Gentry, High Point University, Panelist
Megan K. Leasher, Bon Secours Mercy Health, Panelist
Jennifer Tricia Lindberg McGinnis, Red Hat, Panelist
Kyle D. McNeal, Johnson & Johnson, Panelist
Submitter: Cindy McCauley, mccauley@ccl.org

566. Alternative Session Type with Presenters: 3:00PM–4:20PM  
J W Grand Salon 3

From Student to Intern: Advice and Networking With Professionals

This session blends panel and roundtable formats, allowing students to communicate with an array of professionals about the internship experience—from searching and securing internships to excelling and leveraging further opportunities from the internship. Students will move around the room, engaging with at least 5 different professionals, through guided but flexible discussion questions.

Cristina Rubino, California State University, Northridge, Co-Chair
Marissa L. Shuffler, Clemson University, Co-Chair
Gonzalo Ferro, U.S. Securities and Exchange Commission, Co-Chair
Joselito C. Luahati, Global Skills Exchange, Presenter
Jake W. Forsman, Slalom, Presenter
Submitter: Cristina Rubino, cristina.rubino@csun.edu

567. Alternative Session Type with Presenters: 3:00PM–4:20PM  
J W Grand Salon 4

Where Do We Go From Here?: Creating a Research Agenda for LGBTQ+ and Work-Life

Using an Alternative Session-Research Incubator session type, a future research agenda for including LGBTQ+ employees in the work-life interface literature will be discussed. To provide diverse perspectives on the outcomes, methodologies, and application of such research, the panel will include members with various expertise in the LGBTQ+ work-life realm.

Lauren D. Murphy, Saint Louis University, Co-Chair
Candice L. Thomas, Saint Louis University, Co-Chair
Ann H. Huffman, Northern Arizona University, Presenter
Jean-Charles Emile Languillaire, JCL Humanistic Consulting AB, Presenter
Alex P. Lindsey, University of Memphis, Presenter
Rachel Williamson Smith, Louisiana State University, Presenter
Christian N. Thoroughgood, Villanova University, Presenter
Submitter: Lauren D. Murphy, lauren.d.murphy@slu.edu

568. Symposium: 3:00PM–4:20PM  
J W Grand Salon 5

Preparing Leaders for the Unpredictable: Leadership Development in a VUCA World

In today’s VUCA world, organizations struggle with developing leaders for future challenges while quantifying leadership development initiatives. Introductory themes include supporting leaders through “on the job” opportunities, contextualized development and coaching, rigorous development planning, and “future-ready” leaders who will drive organizations to adapt and excel in disruptive times.

Matthew R. Redmond, Korn Ferry, Shifting Leadership Development Models for Future-Ready Leaders
Veronica S. Harvey, Schmidt Harvey Consulting, LLC, Discussant
Submitter: Breanna Paynter, breanna.paynter@pepsico.com
570. Symposium: 3:00PM-4:20PM  J W Grand Salon 7-8
Demonstrating Natural Language Processing Applications for Improving Job Analysis
The traditional methods used for validating selection solutions are often time and resource intensive. Recently, researchers have been exploring machine learning methods, such as natural language processing, for improving the efficiency or accuracy of traditional methods. In this session, authors will demonstrate actual applications for improving job analysis using natural language processing.

Kimberly S. Nei, Hogan Assessments, Chair
Nathan A. Hundley, Hogan Assessments, Kimberly S. Nei, Hogan Assessments, Matthew R. Lemming, Hogan Assessments, Juliette Lloyd, University of Tulsa, BERT the Intern: An Application of NLP for Coding Focus Group Notes for Personality
Daniel A. Schmerling, Wonderlic, Ross Daniel Piper, Wonderlic, Automating the Job Analysis With Natural Language Processing
Derek L. Mracek, Lambda School, Nicole L. Petersen, Modern Hire, Andrew J. Barsa, Modern Hire, Nick C. Koening, Modern Hire, DEEP*O*NET: Using NLP to Leverage Detailed Text Descriptions of the Work of Work
Dan J. Putka, HumRRO, Discussant

Submitter: Kimberly S. Nei, kunei@hoganassessments.com

571. Panel Discussion: 3:00PM-4:20PM  Lone Star Salon A
Agility in the New World of Work: Leadership and Talent Management Implications
Technological advances and globalization require new ways of organizing, developing leaders, and managing talent. Featuring leaders in the practice and science of agile methodologies, organizational agility, leadership development, and talent management, this session will introduce the audience to the current challenges facing many organizations today along with recommendations for practice.

Benjamin E. Baran, Cleveland State University, Chair
Kathryn Ball, Ericsson, Panelist
Marisa Carson, TIAA, Panelist
Christopher Everett, Indigo Anchor, Panelist
Orr Menkes, OMOD Consulting, Panelist

Submitter: Benjamin E. Baran, ben@benbaran.com

572. Symposium: 3:00PM-4:20PM  Lone Star Salon B
Doing Gender and Undoing Stereotypes: Persistent Issues in Gender Expression at Work
This intermediate-level symposium extends I-O research on gender expression at work by including studies focused on women who violate traditional gender roles, nonbinary employees, and people who perform drag as work. Four studies demonstrate the pervasive and negative influence that gender norms have on employee and organizational outcomes.

Nicholas A. Smith, Oregon Health & Science University, Co-Chair
Kelly Hamilton, Portland State University, Co-Chair
Katherine Werth, Portland State University, Larry R. Martinez, Portland State University, Timothy Carsey, Portland State University, Fem or Foe? How Sexual Harassment Reporting Impacts Advancement for Women
Kelly Hamilton, Portland State University, Larry R. Martinez, Portland State University, Does X Mark the Applicant? Assessing Reactions to Gender Nonbinary Job Seekers
Theresa Hernandez, Texas A&M University, Jonathan Kyle Bailey, Texas A&M University, Isaacs E. Sabat, Texas A&M University, My Pronouns Are ___: How Organizations Can Support Gender Diversity
Thomas Sasso, University of Guelph, Kiah Elisa Caneira, University of Guelph, Britany Pomplii, University of Guelph. Talib Karamally, University of Toronto, Matthew M. Gmitrowicz, Independent Researcher, Paul Copoc, University of Guelph, “You Better Werq!” Exploring Drag as Employment
Kizzy M. Dominguez, K. Parks Consulting Inc. (KPC), Discussant
Submitter: Kelly Hamilton, kelly.hamilton@pdx.edu

573. Symposium: 3:00PM-4:20PM  Lone Star Salon C
Talking Taboos: Stigmatized Topics in I-O Research
Among organizational scholars and practitioners, there are research topics, workplace experiences, and types of people that are considered taboo. This symposium highlights these taboo, understudied topics, experiences, and groups, including pregnancy-related emotions, drug testing, incarceration stigma, and obesity, to bring awareness to these unique and underserved areas of research.

Isaac E. Sabat, Texas A&M University, Co-Chair
Elizabeth D. Jenkins, Texas A&M University, Co-Chair
Devalia Nagu, University of Memphis, David F. Arena, Jr., University of Memphis, Kristen P. Jones, University of Memphis, Daily Affluence: Correlates, Outcomes and Work Outcomes in Pregnant Employees
Robert C. Martin, Texas A&M University, Elizabeth D. Jenkins, Texas A&M University, Rose Sjota, Texas A&M University, Briana G. Capuchino, Texas A&M University, Isaac E. Sabat, Texas A&M University, Obesity Stereotype Awareness and Organizational Outcomes
Riana Bernard, Portland State University, Larry R. Martinez, Portland State University, Armand Kourous Beikzadeh, Portland State University, N. Derek Brown, University of California Berkeley, Rehabilitation Through Incarceration
Elizabeth D. Jenkins, Texas A&M University, Jonathan Kyle Bailey, Texas A&M University, Sin-Ning Cindy Liu, Texas A&M University, Isaac E. Sabat, Texas A&M University, The Impact of Drug Testing on Employees
Mindie E. Bergman, Texas A&M University, Discussant
Submitter: Elizabeth D. Jenkins, elizabeth.jenkins@tamu.edu

574. Alternative Session Type with multiple papers:
3:00PM-4:20PM  Lone Star Salon D
A Missing Perspective: How I-O Psychology Can Better Engage HBCUs
Historically Black colleges and universities (HBCUs) are important educational institutions for producing Black talent. However, I-O psychology has historically had minimal exposure to HBCUs. Five perspectives on how I-O psychology can better engage with HBCUs followed by a panel discussion with the presenters to further suggest these perspectives and other potential solutions.

Christine R. Smith, Morgan Stanley, Co-Chair
C. Malik Boykin, Brown University, Co-Chair
C. Malik Boykin, Brown University, Stereotyping Historically Black Colleges and Universities as a Barrier to Inclusion
Kisha S. Jones, Pennsylvania State University, Race, Social Class, & Inclusion: Supporting Career Success of HBCU Graduates With I-O
Lars U. Johnson, Wayne State University, Becoming SIOP Ambassadors to HBCUs
Jimmy Davis, RHR International, Leading the Call to Action: Teaching I-O at HBCUs and Stimulating the Pipeline
Christine R. Smith, Morgan Stanley, A Corporate Playbook for Attracting and Retaining HBCU Talent
Kisha S. Jones, Pennsylvania State University, Presenter
Lars U. Johnson, Wayne State University, Presenter
Jimmy Davis, RHR International, Presenter
Submitter: Christine R. Smith, christine.r.smith218@gmail.com

575. Alternative Session Type with Presenters:
3:00PM-4:20PM  Lone Star Salon E
Culture Change (For Real This Time): Quantifying Powerful Employee Stories
Behavior change at scale involves replacing old stories with new stories. New stories can also be applied to triggering desirable behaviors. This 80-minute session will help advanced practitioners source and generate stories that inspire commitment and action and uncover data that will
unlock investment in new structures to form virtuous cycles of desirable behavior and system evolution.

Robin R. Cohen, Johnson & Johnson, Chair
Andrew Webster, ExperiencePoint, Presenter
Steve Gargiulo, Unbury, Presenter
Cordy Swope, Johnson & Johnson, Presenter
Submitter: Robin R. Cohen, Rchofen10@its.jnj.com

576. Master Tutorial: 3:00PM-4:20PM Lone Star Salon F
Essential Data Science Toolkit for I-O: A Crash Course in Scientific Programming
In this tutorial, authors demonstrate data science principles and tools that are important for the contemporary I-O. They will discuss key information and steps associated with getting started with R and Python, code development and collaboration tools, tools for sharing outputs and results (applications, reports, and dashboards), and other helpful tools including SQL and command line.
Elena Auer, University of Minnesota, Presenter
Andrew B. Collmus, Facebook, Presenter
Samuel E. Kaminsky, Google, Presenter
Submitter: Elena Auer, auer0027@umn.edu

577. Symposium: 3:00PM-4:20PM Lone Star Salon G
The Construct Validity of Computer-Assisted Text Analysis (CATA)
CATA is a major trend in I-O research and practice due to new software and abundant uses. A problem is the "black box," or understanding the meaning of what is measured. Presenters address construct validity through a conceptual CATA framework, content and sentiment analyses, illustrations in I-O (appraisal, interviewing, and work samples), and a discussion by an eminent CATA scholar.
Emily D. Campion, Old Dominion University, Co-Chair
Michael A. Campion, Purdue University, Co-Chair
Emily D. Campion, Old Dominion University, Conceptual Framework for Approaches to CATA
Sophie Romay, U.S. Air Force, Content Analysis: Comparing Computer and Human Categories
Bobbi A. Dirr, University of Houston, Applying Sentiment Analysis to Job Satisfaction Data
Andrew Speer, Wayne State University, Job Performance Dimensions From Narrative Comments: Validity and Boundary Conditions
Scott Tonidandel, University of North Carolina at Charlotte, Isaac Benjamin Thompson, Modern Hire, Nick C. Koenig, Modern Hire, Automating Subject Matter Expertise Used to Evaluate Candidate Work Samples
James Pennebaker, University of Texas at Austin, Discussant
Submitter: Emily D. Campion, ecampion@odu.edu

578. Panel Discussion: 3:00PM-4:20PM Lone Star Salon H
Teaching the Way We're Preaching: Informing Our Teaching With Our I-O Expertise
This session will provide research-grounded recommendations for applying I-O knowledge to the structure and delivery of courses. Changes based on training and development, diversity and inclusion, groups and teams, and transformational leadership will be presented, and audience members will be encouraged to share their pedagogical recommendations based on I-O research.
Peter D. Bachiochi, Eastern Connecticut State University, Panelist
Kenneth G. Brown, University of Iowa, Panelist
Lisa M. Kath, San Diego State University, Panelist
Submitter: Peter D. Bachiochi, bachiochip@easternct.edu

579. Friday Seminar: 3:00PM-6:00PM 310-311
Friday Seminar 6: Managing and Engaging External Workers for Maximum Potential
PREREGISTRATION AND ADDITIONAL FEE REQUIRED. The external workforce (e.g., contractors, gig workers) has grown in size and importance, but it is still understudied, misunderstood, and mismanaged.
Based on a research program by SHRM and SAP SuccessFactors, this interactive session shares research results and shares practical tools for improving the external workforce experience.
Autumn D. Krauss, SAP SuccessFactors, Presenter
Cassondra L. Batz-Barbarich, Lake Forest College, Presenter
Xiaoyuan (Susan) Zhu, Society for Human Resource Management, Presenter
Elizabeth Patterson Supinski, Society for Human Resource Management, Presenter
Submitter: Tori Crain, Tori.Crain@colostate.edu

580. Friday Seminar: 3:00PM-6:00PM 303-304
Friday Seminar 5: Interactive Data Visualization Apps With Shiny
PREREGISTRATION AND ADDITIONAL FEE REQUIRED.
This seminar focuses on building interactive data visualization and data analysis apps using the Shiny package in R. Participants will gain hands-on experience in developing, styling, optimizing, and deploying Shiny apps of their own creation.
Ryan L. Derickson, University of Cincinnati, Presenter
Submitter: Jennifer Y. Kim, j.kim@uniandes.edu.co

Poster Session (Leadership): 3:00PM-3:50PM Griffin Hall

581. Poster: 3:00PM-3:50PM Board 1
The Role of Cultural Preferences in the Effectiveness of Leader Behaviors
Authors investigated the role that culturally shared preferences for leadership play in the relationship between leader behaviors and perceptions of leader effectiveness. Results indicate that all the leader behaviors examined are perceived as effective across cultures. However, there are instances where cultural preferences for leadership styles enhance the effectiveness of certain behaviors.
Justin J. Aqwa, Ford Motor Company
Michelle W. Mullins, Collins Aerospace
Marcus W. Dickson, Wayne State University
Submitter: Justin J. Aqwa, jaqwa@ford.com

582. Poster: 3:00PM-3:50PM Board 2
Elections as a Selection Method: SAOCs in Office Versus Campaigning
This study approached content validation of the U.S. presidential election system using the framework that might be applied to evaluate other employee selection procedures. Authors conducted focus groups with political scientists and collected quantitative ratings of the importance of skills, abilities, and other characteristics for success in office versus in campaigning.
Laura G. Barron, U.S. Air Force
Cody B. Cox, St. Mary’s University
Cintia Guevara, St. Mary’s University
Gregory J. Pool, St. Mary’s University
Submitter: Laura G. Barron, laura.barron@us.af.mil

583. Poster: 3:00PM-3:50PM Board 3
Transformational Leadership and Creativity: The Role of Engagement and Self-Efficacy
Authors investigated relationships among transformational leadership, creative self-efficacy, process engagement, creativity, and proactive personality. Data were collected from workers (N ~ 284) in Taiwan. Results supported hypotheses that creative process engagement and creative self-efficacy, respectively, mediated the relationship between transformational leadership and employee creativity.
Bachir Bastien, National Chiao Tung University
Hui-Ting Lee, National Chiao Tung University
Kuo-Yang Kao, National Chiao Tung University
Submitter: Hui-Ting Lee, htllynnlee.ms06g@nctu.edu.tw

584. Poster: 3:00PM-3:50PM Board 4
When Control Freak Becomes Performance Facilitator: Authoritarian Leadership, Goal Clarity, and Informational Justice
Authors examined the when and how authoritarian leadership, which is normally seen as destructive by both scholars and practitioners, is conducive to employee performance. Findings indicate that when informational justice is high and employee power distance orientation is low, authoritarian leadership is positively related to performance via goal clarity.
585. Poster: 3:00PM–3:50PM Board 5
The Effect of Leader Self-Sacrifice on Leader and Follower Work Engagement
Drawing on social exchange theory and ego depletion theory, results of a field study revealed that leader self-sacrifice had favorable influenc- es on follower work engagement via increased LMX, and that leader self-sacrifice had detrimental impacts on leader work engagement through increased leader depletion. The moderating role of leaderfollower relational identity was further discussed.
Xingwen Chen, The University of Hong Kong
Yiwei Yuan, Renmin University of China
Jun Liu, Renmin University of China
Li Zhu, Peking University
Zheng Zhu, Renmin University of China
Chao Liu, Peking University
Submitter: Xingwen Chen, chenxingwen@connect.hku.hk

586. Poster: 3:00PM–3:50PM Board 6
Comparing Full-Time Working Leaders' Versus Follower's Profiles of IFTs
This study investigated profiles of implicit followership theories (IFTs) in samples of full-time working leaders versus followers. Latent Profile Analysis (LPA) was used to identify the followership profiles. Results show that leaders versus followers have overlapping but differing profiles. Job satisfaction was examined as an outcome of profile membership.
Patrick T. Coyle, La Salle University
Rosaanne J. Foti, Virginia Tech University
Victoria Ricedorf, Lycoming College
Gavin Williamson, Lycoming College
Submitter: Patrick T. Coyle, coyle@lasalle.edu

587. Poster: 3:00PM–3:50PM Board 7
Leadership Self-Efficacy for Native American Students
This paper investigates the predictive power of collective racial esteem, environmental experience, and resilience on leadership self-efficacy (LSE) for Native American and White students. LSE has been shown to have positive leadership outcomes and little previous research has examined Native Americans' leadership development. Results indicated racial differences in predicting LSE.
Allyson Jessie Finken, University of Oklahoma
Lori Anderson Snyder, University of Oklahoma
Submitter: Allyson Jessie Finken, allyson.j.finken-1@ou.edu

588. Poster: 3:00PM–3:50PM Board 8
The Implications of Leader Personality for Follower Engagement and Satisfaction
This study examined relationships between leader personality and follower work attitudes. Results indicated that leader openness was related to follower work engagement, and leader empathy and thoroughness were related to satisfaction. Perceived manager support and fair work allocation moderated the relationships between certain leader traits and employee work attitudes.
Patrick Gallagher, The BB&T Leadership Institute
Nataliya Baytalskaya, Caliper, a PSI business
Alicia Ako-Brew, University of Missouri-St. Louis
Submitter: Nataliya Baytalskaya, nataliya.baytalskaya@gmail.com

589. Poster: 3:00PM–3:50PM Board 9
Where Is My Motivation (to Lead)? Leader Motivation's Impact on Effectiveness
This study found transformational leadership (TFL) mediated the relationship between motivation to lead (MTL; affective and social-norma- tive) and leader effectiveness. Developmental/transactional leadership mediated the relationship between social-normative MTL and leader effectiveness. Social-normative MTL was more important in predicting TFL and developmental/transactional leadership.
Amy Gammon, PSI Services LLC
Katrina Piccone Merlini, Florida Institute of Technology
Submitter: Amy Gammon, gammona@gmail.com

590. Poster: 3:00PM–3:50PM Board 10
A Meta-Analysis of the Antecedents and Outcomes of Motivation to Lead
Organizations are constantly trying to identify individuals who could possi- bly be leaders. Motivation to lead (MTL) has emerged as a different variable construct to evaluate one's desire to lead. This meta-analysis examined antecedents and outcomes to MTL. Main findings include MTL being associated with extraversion, leader self-efficacy, and leader effectiveness and leader emergence.
Trevin Glasgow, Virginia Tech
Elsheba K. Abraham, Virginia Tech
Manasija Sturdivant, Virginia Tech
Semret Ybass, American Institutes for Research
Roseanne J. Foti, Virginia Tech
Submitter: Trevin Glasgow, trevin@vt.edu

591. Poster: 3:00PM–3:50PM Board 11
Can Followers Influence Leaders?: Exploring a Role-Based View of Followership
Data from 2 samples was used to test role-based views on followership by investigating the differential effects of 3 follower role orientations: co- production, passive, and antiauthoritarian on frequency of communica- tion, psychological closeness with the leader, relationship quality with the leader, follower influence on the leader, and leadership effectiveness.
Ashita Goswami, Salem State University
Karoline Evans, University of Massachusetts Lowell
Patrick T. Coyle, La Salle University
Submitter: Patrick T. Coyle, coyle@lasalle.edu

592. Poster: 3:00PM–3:50PM Board 12
Contextual Influences on Pygmalion and Golem Effects
This study investigated how follower personality and behaviors influ- enced leaders' implicit follower theories (IFTs) as well as how IFTs predicts leader behaviors and subsequent performance. Using a sample of 230 leader-follower dyads, authors demonstrate strong support for the hypotheses.
Ashita Goswami, Salem State University
Terry A. Beehr, Central Michigan University
Submitter: Ashita Goswami, agoswami@salemstate.edu

593. Poster: 3:00PM–3:50PM Board 13
Emotional Blackmail?: Emotion-Eliciting Influence Behaviors in Supervisors
Emotional blackmail was reconceptualized as emotion-eliciting influ- ence behavior (emotion-IB) to fit into an organizational context. Study 1 collected critical incidents, categorized them into 12 dimensions and developed 50 measurement items. Using data from 316 employees, Study 2 examined the factor structure and showed that supervisors' emotion-IBs predicted employee effectiveness.
Ding-Yu Jiang, National Chung Cheng University
Chia-Hua Lin, National Chung Cheng University
Pei-Yu Lu, National Chung Cheng University
Submitter: Ding-Yu Jiang, jian6123@ms15.hinet.net

594. Poster: 3:00PM–3:50PM Board 14
Can Effects of Empowering Leadership Be Due to Levels of Energetic Resources?
Three-waves of data from U.S. employees supported a mediation model explaining effects of empowering leadership on followers' (un)favorable work behaviors. Empowering leadership predicts followers' engagement in constructive work behaviors because it promotes followers' thriving and minimizes their job boredom, resulting in more innovative work behaviors and less workplace bullying.
Minsoo Kim, Griffith University
Terry A. Beehr, Central Michigan University
Submitter: Minsoo Kim, minsookim0331@gmail.com
595. Poster: 3:00PM–3:50PM  Board 15
Abusive Supervision and Voice: The Different Roles of Affective and Cognitive Trust
This study examined the underlying mechanism of the negative relationship between abusive supervision and voice. Though abusive supervision has negative impact on both affective and cognitive trust, only an affective trust mediated their relationship. A mediating effect of cognitive trust was insignificant. Two types of trust turned out to have different effects on voice.
Seohyun Kwon, Seoul National University
Jihye Lee, Seoul National University
Yoonju Cho, Seoul National University
Seokhwa Yun, Seoul National University
Submitter: Seohyun Kwon, hyun1501@snu.ac.kr

596. Poster: 3:00PM–3:50PM  Board 16
Who Plays the Lead(er)? A Historiometric Analysis of Leadership Diversity in Films
Films can shape viewers’ implicit leadership theories, but little research has examined the messages they convey about leadership. Authors examined the extent to which popular films propagate the stereotype that effective leaders tend to be White and male. Results indicate that White men are more often represented as film leaders, but women and/or minorities are portrayed as equally effective.
Patrick Jay Lee, Baruch College & The Graduate Center, CUNY
Desmond W. Leung, Baruch College & The Graduate Center, CUNY
Alessa Natalie, The Graduate Center CUNY & Baruch College
Bradley E. Gray, Baruch College & The Graduate Center, CUNY
Helen Gu, Baruch College & The Graduate Center, CUNY
Logan L. Watts, The Graduate Center & Baruch College, CUNY
Submitter: Desmond W. Leung, Desmond.Leung@baruch.cuny.edu

597. Poster: 3:00PM–3:50PM  Board 17
What Motivates Transformational Leaders? Psychological Needs as the Antecedent
Authors built a theoretical model to explore the relationship between leaders’ satisfaction of psychological needs and transformational leadership. They conducted an empirical study and found that psychological needs were positively related to transformational leadership and autonomous motivation mediated this relationship.
Haoxiong Li, Claremont Graduate University
Ronald E. Riggio, Claremont Graduate University
Submitter: Haoxiong Li, lihaoxiong1988@gmail.com

598. Poster: 3:00PM–3:50PM  Board 18
Drained and Confused: Effects of Supervisor Abuse on Sleep and Clarity
The relationship of abusive supervision to insomnia and role clarity via performance pressure was examined. Psychological stress acted as mediating variable. Findings suggest abusive supervision is positively related to insomnia but negatively related to role clarity. It was also found that abusive supervision is indirectly related to insomnia through performance pressure.
Tyleen N. Lopez, Wayne State University
Lars U. Johnson, Wayne State University
Tara Grambo, Wayne State University
De’Erica Bertram, Clark Atlanta University
Grace Boudjalis, Wayne State University
Concetta Griffith, HR Bliss
Submitter: Tyleen N. Lopez, tyleennlopez@gmail.com

599. Poster: 3:00PM–3:50PM  Board 19
How Leaders’ Boundary Spanning Affects Employee Performing: Resourcing and Buffering
The study examines how leaders’ boundary spanning (LBS) affects employees’ task performance. Drawing on the job demands-resources model, we posit that LBS increases self-efficacy by gaining resources and psychological safety by buffering demands, leading to better performance. The results showed that the effect of LBS was mediated by self-efficacy, whereas psychological safety gained mixed support.
Sunghyuck Mah, Seoul National University
Jeewon Gwak, Seoul National University
Seohyun Kwon, Seoul National University
Submitter: Sunghyuck Mah, ryanshmah@gmail.com

600. Poster: 3:00PM–3:50PM  Board 20
Performance on a Simulation: Integrating Models of Collective Leadership and Planning
Characteristics of collective leadership (i.e., individual differences of nominated leaders, followers, and other collective processes) and planning (i.e., key planning skills) that contribute to effective planning and collective performance are identified. Results integrating collective leadership and planning into a model are reported.
Robert Martin, University of Oklahoma
Erin Michelle Todd, University of Oklahoma
Colleen Jane Standish, University of Oklahoma
Samantha England, University of Oklahoma
Tanner Newbold, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Shane Connelly, University of Oklahoma
Neil Maclaren, Binghamton University
Yiding Cao, Binghamton University
Yingjun Dong, Binghamton University
Francis J. Yammarino, Binghamton University, SUNY
Shelley Dionne, Binghamton University
Hiroki Sayama, Binghamton University
Gregory A. Ruark, U.S. Army Research Institute
Submitter: Robert Martin, mmartin8394@gmail.com

601. Poster: 3:00PM–3:50PM  Board 21
Syncing Up or Sinking?: Temporality and Status in Leader–Follower Dynamics
The impact of temporal diversity has not been examined within the context of status differences. This study assesses the effect of time urgency diversity on coordination difficulties and direct reports’ willingness to follow for 81 leader dyads in a corporate setting. Results indicate higher dyad time urgency diversity leads to higher coordination difficulties. Moderators are also examined.
Patricia N. Martinez, Pennsylvania State University
Susan Mohammed, Pennsylvania State University
Submitter: Patricia N. Martinez, pattymart25@gmail.com

602. Poster: 3:00PM–3:50PM  Board 22
The Downside of Being an Inexperienced Humble Leader
Research on humble leadership has suggested that this leadership style may be ineffective for leaders with low experience, but prior research has not tested this relationship. In a lab study we find that experience does matter for humble leadership and that humble leaders with low experience decrease follower performance.
Samuel Matthews, University of Northern Iowa
Thomas Kelemen, University of Oklahoma
Bret H. Bradley, University of Oklahoma
Submitter: Thomas Kelemen, thomas.kelemen@ou.edu

603. Poster: 3:00PM–3:50PM  Board 23
True Colors: How and When Race Relates to Leadership Emergence
Authors examined how and when race relates to leadership emergence in self-managing teams. They considered how team racial composition and self-reflective ties interact with race to indirectly influence leadership emergence through interpersonal teamwork behavior. Results were generally supported using a sample of 64 leaderless teams in an assessment center setting.
Tyree D. Mitchell, Louisiana State University
Bryan P. Acton, Virginia Tech
Patrick T. Coyle, Lycoming College
Gavin Williamson, Lycoming College
Victoria Ricedorf, Lycoming College
Submitter: Tyree D. Mitchell, tyredmitchell@aol.com

604. Poster: 3:00PM–3:50PM  Board 24
Effects of Servant Leadership on Procedural Justice and Voice
Authors proposed and tested an indirect effects model in which servant leadership predicts voice by enhancing perceptions of fairness and moderated by
extraversion. Using 332 faculty members, they found that servant leadership fosters perceptions of fairness that enhances voice. Moreover, servant leaders appeared to have a greater effect on enhancing voice among introverts.

Ricardo Obasare, University of Houston
Nikola Fedorowicz, University of Houston
L. A. Witt, University of Houston
Mary Louise Holte, University of Houston
Catherine Hom, University of Houston
Submitter: Ricardo Obasare, jeboardo@gmail.com

605. Poster: 3:00PM-3:50PM Board 25
Examining the Bright and Dark Sides of Transformational Leadership

Authors examined the 2 faces of transformational leadership for follower task performance. In general, the final model supported the hypothesized positive relationships between them through core job dimensions, and intrinsic motivation and perceived role overload, and the hypothesized negative relationship between them through job autonomy and perceived role overload.

Liyao Pan, The University of Texas at San Antonio
Arran Caza, University of Manitoba
Shannon L. Marlow, The University of Texas at San Antonio
Submitter: Liyao Pan, liyao.pan@utsa.edu

606. Poster: 3:00PM-3:50PM Board 26
Small-Scale Issues, Big World Problems: Examining Gender Disparities in Leadership

A simulation was conducted to examine the large gender disparities in leadership positions. Specifically, this study examined what combination of bias and retention issues most accurately reproduce real world underrepresentation of women across organizational levels. Results suggest that small amounts of bias and attrition can go a long way in producing large gender disparities in leadership.

Nisha Hafeez Quraishi, Florida Institute of Technology
Kayla Bigerton, Florida Institute of Technology
Alexander Michael DeChurch, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Submitter: Kayla Bigerton, KHoelzel2016@my.fit.edu

607. Poster: 3:00PM-3:50PM Board 27
Sophistication Can Be More Stressful: Subordinates Under Abusive Leaders

This study aims to understand the effect of abusive supervision on subordinate’s performance across different domains. Specifically, authors proposed and demonstrated a moderated mediation model linking abusive supervision to subordinate performance through stress and moderated by political skill. The sample of Chinese steelworkers revealed culture-related variation from this literature.

Jacklyn Szymczyk, Florida Institute of Technology
Chris Juszczyk, Florida Institute of Technology
Michael McMerran, Florida Institute of Technology
Yu Yan, Wu Han University of China
Xinruan Che, Florida Institute of Technology
Submitter: Jacklyn Szymczyk, jacklyn.szymczyk@gmail.com

608. Poster: 3:00PM-3:50PM Board 28
The Gratitude Effect: Shaping LMX Through Subordinate Perceptions

A controlled laboratory study examined how leadership style, gratitude, and performance congruence affect how subordinates perceive LMX quality. Results showed that both leadership style and trait gratitude were related to subordinate LMX ratings. Additional analyses suggest that LMX fully mediates the relationships among trait gratitude, leadership style, and performance congruence.

Adam M. Smith, Kincentric
Daren S. Protolopac, St. Cloud State University
Submitter: Adam M. Smith, a.smith.mercer@gmail.com

609. Poster: 3:00PM-3:50PM Board 29
Skip-Level Participation and Helping Behavior: The Role of Leader-Leader Exchange

This study examines the influence of skip-level participation on helping behavior. Skip-level participation refers to skip-level leaders' participative behaviors toward employees. Results show that leader–leader exchange (LLX) moderates the positive relationship between skip-level participation and helping behaviors via organization-based self-esteem and job satisfaction only when LLX is high.

Monica W. M. Tang, The University of Hong Kong
Catherine K. Lam, Durham University
Submitter: Monica W. M. Tang, monicatangwm@yahoo.com

610. Poster: 3:00PM-3:50PM Board 30
Effects of Leader Mixed Emotional Displays on Follower Evaluations and Performance

Leader expressions of pride and positive-mixed emotions (pride, interest) resulted in more positive follower evaluations of leaders than displays of negative-mixed (anger, fear), mixed-valence (anger, pride), and anger. Interestingly, negative-mixed leader emotions elicited better information processing than other emotions, which positively influenced task performance. Implications are discussed.

Brett Torrence, Cherokee Nation 35
Shane Connelly, University of Oklahoma
Divya Patel, University of Oklahoma
Alexander Brunot, University of Oklahoma
Submitter: Shane Connelly, sconnelly@ou.edu

611. Poster: 3:00PM-3:50PM Board 31
Robotic Leadership: A Systematic and Multilevel Framework

Authors apply a systematic and levels-of-analysis framework to the studies of robotic leadership in different research domains. Results showed (a) the field of management has addressed robotic issues to a comparatively lesser extent; (b) limited research has looked at robots as leaders; and (c) more research attention should be paid to robotic leadership at higher levels of analysis.

Chou Yu Tsai, Binghamton University, SUNY
Jason Marshall, Binghamton University, SUNY
Anwesha Choudhury, Binghamton University, SUNY
Andra Serban, Virginia Commonwealth University
YoYo Tsung-Yu Hou, Cornell University
Malte F. Jung, Cornell University
Francis J. Yammarino, Binghamton University, SUNY
Submitter: Chou Yu Tsai, ctsai@binghamton.edu

612. Poster: 3:00PM-3:50PM Board 32
A Comparison of Profiles of Self- and Other Ratings of Character Strengths

Understanding character strengths is becoming more important for organizations. A person-centered approach is used to examine character more holistically. Different profiles were found for self-ratings and other ratings. Observer profiles were better able to provide distinct profiles. Lack of variance in self-ratings show leaders may lack self-awareness of their own strengths.

Amanda L. Valone, Tilt 365
Pam Boney, Tilt 365
Submitter: Amanda L. Valone, amanda@tilt365.com

613. Special Event: 3:30PM-4:20PM
SIOP Select: Story Time! Competition Finalists Share Career-Shaping Experiences

Academics and practitioners in this session will aim to inspire each other with stories of the things, people, or events that have shaped their careers, with stories of the things, people, or events that have shaped their careers, approaches to research, and, in some cases, the field of I-O psychology as a whole. In this SIOP Select session, a novel platform is provided that can serve as a source of inspiration and energizing force for all involved.

Amanda L. Valone, Tilt 365
Pam Boney, Tilt 365
Submitter: Amanda L. Valone, amanda@tilt365.com
Results indicated low agreement between self and other rating sources, and that peer and subordinate ratings were more strongly related with performance outcomes than were self-ratings.

Timothy J. Bartkoski, Aon
John P. Meriac, University of Missouri-St. Louis
Submitter: Timothy J. Bartkoski, tjbf39@mail.umsl.edu

**625. Poster**: 4:00PM–4:50PM  **Board 12**
**All Is Not Fair in the Appraisals of Performance: Appraisals, Justice, and Outcomes**
This study examined the moderating effect of core self-evaluation (CSE) on the relationship between perceptions of procedural performance appraisal (PA) justice and components of both engagement and burnout. Findings suggest that more procedurally just PA processes and high CSE employees are associated with higher engagement and lower burnout.

Toby E. Board, East Carolina University
Taylor Wynn, East Carolina University
Mark C. Bowler, East Carolina University
Jennifer L. Bowler, East Carolina University
Submitter: Mark C. Bowler, bowlerm@ecu.edu

**626. Poster**: 4:00PM–4:50PM  **Board 13**
**How Do You Stack Up? Improving 360 Reactions With Normative Feedback**
Authors investigated the potential of normative feedback to improve multisource feedback reactions in leaders receiving 360-degree feedback reports. The presence of normative feedback led to improved perceptions of accuracy and positive emotions. Findings increase understanding of feedback reactions and can aid practitioners in designing more effective multisource feedback systems.

Katelyn J. Cavanaugh, University of Texas MD Anderson Cancer Center
Allison Traylor, Rice University
Denise L. Reyes, Rice University
Courtney L. Holladay, University of Texas MD Anderson Cancer Center
Submitter: Katelyn J. Cavanaugh, kcavanaugh@mdanderson.org

**627. Poster**: 4:00PM–4:50PM  **Board 14**
**The Effect of Informal Feedback Processes on CWB: Exploring Boundary Conditions**
Authors investigated the association between feedback environment and CWB, and moderating roles of workplace hostile attribution bias (WHAB) and proactive personality (PAP). Results showed that feedback environment and CWB were negatively correlated. Strong WHAB exacerbated this association, whereas high PAP attenuated it.

Jessica Jacob Chackoria, DePaul University
Ryan Barry, Illinois State University
Miranda C. Maher, Illinois State University
Megan O'Rourke, Illinois State University
Alexandra Ilie, Illinois State University
Dan Ispas, Illinois State University
Jeremy A. Bauer, Valdosta State University
Ozgun Burcu Rodopman, Bogazici University
Submitter: Dan Ispas, dispas@gmail.com

**628. Poster**: 4:00PM–4:50PM  **Board 15**
**The Effect of Perceived Feedback-Seeking Motives on Feedback Givers’ Effort**
The majority of feedback-seeking research ignored the feedback-giver’s perspective. Authors examine how givers’ perceptions of seekers’ motives affect the level of effort allocated to a feedback episode. In general, givers allocated a great deal of effort toward feedback episodes. Yet, effort was reduced if the seeker was perceived to have sought feedback largely for impression management motives.

Amy Florine Minnikin, University of Waterloo
James W. Beck, University of Waterloo
Winny Shen, York University
Submitter: Amy Florine Minnikin, amy@minnikin.ca

**629. Poster**: 4:00PM–4:50PM  **Board 16**
**Frequency and Effects of Performance Appraisal Training in Applied Settings**
This study surveyed 229 managers on the prevalence and perceived effectiveness of various types of performance appraisal (PA) training. Results showed that most managers receive PA training yearly, performance dimension training was most commonly used, and both in-person and distal training methods are common. The frequency of PA training was positively associated with perceived preparedness.

Matthew S. Prewett, Central Michigan University
Andrew Speer, Wayne State University
Sydney R. Siver, Quicken Loans
Submitter: Matthew S. Prewett, prewe1ms@cmich.edu

**630. Poster**: 4:00PM–4:50PM  **Board 17**
**Do We Practice What We Preach?: Adding Soft Skills to Leader Performance Evaluations**
This study tested whether soft skills have been incorporated more into leader performance evaluations. Multiple regression analysis was used to test if soft skills significantly predicted leaders’ performance above and beyond hard skills. Authors conducted this analysis on data for leaders whose ratings were collected in 2009–2013 compared to leader ratings collected in 2014–2018.

Denise L. Reyes, Rice University
Allison Traylor, Rice University
Courtney L. Holladay, University of Texas, MD Anderson Cancer Center
Submitter: Denise L. Reyes, dir@rice.edu

**631. Poster**: 4:00PM–4:50PM  **Board 18**
**Computerized Continuous Feedback Undermines Performance**
When is frequent feedback too frequent? Frequent feedback is generally understood as beneficial, but the increasing popularity of computer delivered continuous feedback requires us to consider the limits of this axiom. This intermediate-level poster explores the limits of when electronically delivered feedback becomes distracting and harms performance in those with lower feedback accountability.

Ryan Kenneth Thibodeau, University of Akron
Paul E. Levy, University of Akron
Submitter: Ryan Kenneth Thibodeau, ryankthibodeau@gmail.com

**632. Poster**: 4:00PM–4:50PM  **Board 19**
**Stop Doing That!: A Positive Feedback Intervention for Young Workers**
This investigation uses moderated mediation to investigate how feedback influences job performance and turnover in young workers. Results in the first study suggest that only corrective feedback is harmful to performance. Results from the second study revealed that including positive feedback decreases turnover in young workers.

Marlee Wanamaker, Montclair State University
Valerie I. Sessa, Montclair State University
Kevin L. Askew, Montclair State University
Submitter: Marlee Wanamaker, marleewanamaker@gmail.com

**633. Poster**: 4:00PM–4:50PM  **Board 20**
**Learning From Negative Feedback: Testing Feedback Intervention Theory**
Experience sampling methodology (ESM) was used to find that task-focused feedback leads to less perceived threat to self-worth, and therefore, leads to more favorable feedback reactions; whereas self-focused feedback leads to greater perceived threat to self-worth, and therefore, results in less favorable feedback reaction.

Xiyang Zhang, University of Akron
Paul E. Levy, University of Akron
Jing Qian, Beijing Normal University
Submitter: Xiyang Zhang, xz46@zips.uakron.edu

**634. Poster**: 4:00PM–4:50PM  **Board 21**
**The Dark Triad and Advice Taking: Does Measurement Method Matter?**
Recent literature suggests measurement differences exist between the Dirty Dozen (DD) and the Short Dark Triad (SD3) scales. This study examines how the DD and SD3 may impact the results of research on the Dark Triad and advice taking. Results suggest the scales did create
different relationships between the Dark Triad and advice taking, but no
direct effect could be found with both measures.
C. Ryan Bearden, Middle Tennessee State University
Jenna L. Krieg, Middle Tennessee State University
Elizabeth Dare McNamara, eviCore Healthcare
Alexander T. Jackson, Middle Tennessee State University
Michael B. Hein, Middle Tennessee State University
Mark C. Frame, Middle Tennessee State University
Macie Ellis Mussleman, Middle Tennessee State University
Satoris S. Howes, Oregon State University
Submitter: Alexander T. Jackson, alexander.jackson@mts.edu

635. Poster: 4:00PM–4:50PM  Board 22
Can Cognitive Heuristics and Biases Be Classified by Shared
Causal Mechanisms?
Over 175 cognitive heuristics and biases have been identified, making
it difficult to synthesize and advance this body of research. Oreg and
Bayazit (2009) proposed that cognitive biases be classified based on
their shared causal mechanisms (e.g., individual differences). This study empirically tested Oreg and Bayazit’s (2009) taxonomy using a U.S.
Army sample. Results provided partial support.
Nikki Blacksmith, Blackhawke Behaviour Science
Alissa C. Fleming, U.S. Army Research Institute
Michelle Flynn, Clemson University
Submitter: Alissa C. Fleming, alissacfleming@gmail.com

636. Poster: 4:00PM–4:50PM  Board 23
Individual Difference Determinants of Heuristics-and-Biases Task Performance
This study tested the relationship of individual differences and cognitive bias. Hypotheses were based on Oreg and Bayazit’s (2009) taxonomy. General mental ability, but not working memory, was positively related to cognitive bias. Personality did not predict, and motivation did not act as a moderator, suggesting that individual differences are not good predictors of heuristics-and-biases tasks.
Nikki Blacksmith, Blackhawke Behaviour Science
Alissa C. Fleming, U.S. Army Research Institute
Michelle Flynn, Clemson University
Submitter: Alissa C. Fleming, alissacfleming@gmail.com

637. Poster: 4:00PM–4:50PM  Board 24
The Relative Importance of Antecedents of Cognitive Complexity
Authors examined the relative importance of the facets of openness to experience and 3 cognitive characteristics in predicting cognitive complexity. Findings indicate that need for cognitive closure is relatively more important than paradox mindset and tolerance for ambiguity. However, the facets of openness to experience appear to contribute similarly in predicting cognitive complexity.
Shanique G. Brown, Wayne State University
Georgia LaMarre, Wayne State University
Caitlynn Sendra, SAP Success Factors
Amer Odeh, Wayne State University
Michaela Oesterle, Wayne State University
Aisha Ruiz, Wayne State University
Laura Sorrells, Wayne State University
Submitter: Shanique G. Brown, shanique.brown@wayne.edu

638. Poster: 4:00PM–4:50PM  Board 25
Numeracy and the Role of Cognitive Abilities in Decision-Making Quality
Authors studied relations between cognitive abilities and decision making. Statistical numeracy was the strongest single predictor of decision quality (e.g., bias, risk literacy), improving the predictive power of common ability tests, and matching that of general mental ability (~44% of explained variance). Discussion focuses on limits and opportunities for research with the Berlin Numeracy Test.
Jonathan Huck, University of Oklahoma
Jin-an Allan, University of Oklahoma
Rocio Garcia-Remarero, University of Granada
Adam Feltz, University of Oklahoma
Eric A. Day, University of Oklahoma
Edward T. Cokeley, University of Oklahoma
Submitter: Jonathan Huck, huck@ou.edu

639. Poster: 4:00PM–4:50PM  Board 26
Examination of Internships and Ethical Decision Making Among Business Students
The authors examined the usefulness of formal business internships on ethics-related outcomes in a matched sample of undergraduate business students. Results indicated that students with internship experience identified significantly more causes of the ethical dilemma and were more likely to seek help than the control group.
Lisseth Lauri, Ketchum
Zhanna Bagdasarov, California State University, Fresno
Kelsey E. Medeiros, University of Nebraska, Omaha
Alexandra E. MacDougal, Central Michigan University
Submitter: Zhanna Bagdasarov, zhannab@csufresno.edu

640. Poster: 4:00PM–4:50PM  Board 27
Who Chooses Whom? Conceptualizing Informal Job Search as a Self-Regulated Process
Using personal networks for job search is a well-established job search strategy. Yet, little is known about how people decide who to approach for job search help. Authors identified 3 job search strategies based on how people evaluate their job search contacts’ willingness and ability. Further, they illustrate that these job search strategies are differentially related to job search outcomes.
Galyn Snyder, University of Houston
Caitlin M. Porter, University of Memphis
Submitter: Galyn Snyder, gsnyster@uh.edu

641. Poster: 4:00PM–4:50PM  Board 28
The Effects of Mindset and Sensory Processing Sensitivity on Ethical Decision Making
This study examined the effects of sensory processing sensitivity (SPS) and analytic mindset on ethical decision making. An interaction was found between SPS and analytic mindset. Participants high in SPS performed best when solving a problem using a deliberative mindset. Participants low in SPS performed best when solving a problem using an implementation mindset.
Cheryl Stenmark, Angelo State University
Robert Alan Redfearn, Angelo State University
Tyra Timm, Angelo State University
Samantha Becerra, Angelo State University
Jiffy Ann Jayan, Angelo State University
Jeffery Perez, Angelo State University
Submitter: Cheryl Stenmark, cstenmark@angelo.edu

642. Poster: 4:00PM–4:50PM  Board 29
A Meta-Analytic Approach to Exploring the Maximizing and Well-Being Relationship
Using a meta-analytic approach, the maximizing literature is reviewed to examine the relationships between maximizing and well-being outcomes, as well as how maximizing scales moderate these relationships. Results support a negative relationship between maximizing and well-being, however, evidence of a strong scale moderation is found.
Taylor Willits, Auburn University
Joshua Silverio Acosta, Auburn University
Jesse S. Michel, Auburn University
Ana M. Franco-Watkins, Auburn University
Submitter: Taylor Willits, tzw0043@auburn.edu

643. Poster: 4:00PM–4:50PM  Board 30
Determining if Family Support Is Detrimental to Women’s Career Advancement
This study focuses on the negative impact of family supportive supervisor behaviors on career advancement for women in addition to the reduction of work–family conflict. The work–family conflict and family supportive supervisor behavior relationship was clarified, with a significant moderation from gender beliefs.
Gino Howard, California State University, San Bernardino
Mark D. Agars, California State University, San Bernardino
Submitter: Gino Howard, ghoward3@lsu.edu
Organizational Transformation: Critical Levers for Driving Change

Traditional organizational change models often follow a linear path and assume an end state in which the organization is transformed. In an introductory analysis of 120 companies, this study illustrates most successful companies see transformation as an organizational capability. Results additionally determined 7 transformational factors that lead to successful performance.

Rachel Caruso-Novack, Korn Ferry
Evelyn Orr, Korn Ferry
Maggie Patrick, Korn Ferry
Bhanu Shri, Korn Ferry
Joshua Stainer, Minnesota Department of Human Services
Submitter: Maggie Patrick, maggie.patrick@kornferry.com

645. Panel Discussion: 4:30PM–5:50PM

So You Want to Hire a Data Scientist?: Advice, Recommendations, and Insights

Demand for data scientists has skyrocketed and in the last 5 years, with an estimated 344% increase in data science jobs. However, with demand rapidly growing, hiring for such technical roles is wrought with challenges. Thus, leading experts will discuss challenges, as well as share insights and advice on topics such as sourcing, assessing, and career pathwaying for data science roles.

Ketaki Soda, University of Akron, Co-Chair
Jacob C. Bradburn, Michigan State University, Co-Chair
Christina Norris-Watts, Johnson & Johnson, Co-Chair
Tina Burke, Deloitte, Panelist
Nick C. Koenig, Modern Hire, Panelist
Lara Montefiori, Arctic Shores, Panelist
Mark M. Williams, McKinsey & Company, Panelist
Submitter: Jacob C. Bradburn, jacob.c.bradburn@gmail.com

646. Symposium: 4:30PM–5:50PM

Advances in Situational Judgment Test Methods and Content

Situational judgment tests (SJT) are popular employee selection devices that can assess a variety of constructs; however, they present unique challenges for those who develop and use them. This symposium addresses many of these challenges by discussing several advances in the development, scoring, and use of SJTs. New SJT content is also described.

Sheila Keener, Old Dominion University, Chair
Philippe Schäpers, Singapore Management University, Stefan Krumm, Freie Universität Berlin, Filip Lievens, Singapore Management University, Trait-Relevant Situational Cues as the Key Factor to Make SJTs “Situational”?
Jeff A. Weekley, University of Texas at Dallas, Nigel R. Guenole, IBM, The Effects of CAPTION Characteristics on the Psychometric Properties of SJTs
Juan I. Sanchez, Florida International University, Marting Landero, Florida International University, Ruchi Surana, West Agile Labs, COMPETETXT: Can Competency Models Improve the Front and Back Shops of SJTs?
Sheila Keener, Old Dominion University, Michael A. McDaniel, Work Skills First, Inc., Sven Kepes, Virginia Commonwealth University, An SJT to Predict Expressions of Subclinical Personality Disorders at Work
Submitter: Sheila Keener, skeneer@odu.edu

647. Debate: 4:30PM–5:50PM

Leadership 2020s: Evolution or Revolution? More Best Practice or Radical Reinvention?

Dramatic changes in the nature of work in the 2020s will alter leadership demands. Assessment, selection, and development practice must adapt. This debate will contrast current best efforts with needs. Debaters weigh in on gaps from current state to emerging requirements. Influences of AI, machine learning, and robotics will be related to what CEOs, SIOP, and organizations must be ready for.

Scott Eggebeen, New York University, Chair
Chad Astmann, Korn Ferry International, Presenter
Sandra Hartog, BTS USA, Presenter
Christopher T. Rotolo, PepsiCo, Presenter
Suzanne Tsacoumis, HumRRO, Presenter
Submitter: Scott Eggebeen, se17@nyu.edu

648. Community of Interest: 4:30PM–5:20PM

Leader-Facilitated Emotion Regulation

Leaders exert powerful influence on follower emotion that can be consistent or inconsistent with organizational goals and beneficial or detrimental to followers. An informal discussion of the outcomes of leader-facilitated emotion regulation, current leader development practice when it comes to regulating follower emotion, unanswered questions, and potential research collaborations will be held.

Shane Connelly, University of Oklahoma, Host
Gregory A. Ruark, U.S. Army Research Institute, Host
Erin M. Richard, Louisiana State University, Coordinator
Submitter: Erin M. Richard, erinrichard@lsu.edu

649. Symposium: 4:30PM–5:50PM

Current Research and Practice Regarding Person-Job Fit

People seek satisfying work—jobs that suit their abilities and interests. This symposium presents current research into and high-impact application of person-job fit. Two research and 2 practice papers span topics ranging from computation/operationalization of personal-job fit and its relation to job performance to systems providing career guidance for youths in middle school and high school.

Rodney A. McCloy, HumRRO, Chair
Rodney A. McCloy, Human Resources Research Organization (HumRRO), Oren R. Shewach, HumRRO, Dan J. Putka, HumRRO, Jennifer P. Green, HumRRO, Mitigating Workforce Representation Disparities Using Both Aptitudes and Interests
Shannon Danielle Salyer, Department of Defense, Janet Gallagher Bayer, Written, LLC, Enhancing a Military-Civilian Crosswalk Using System-Generated and Human Analysis
Susan D’Mello, HumRRO, Justin D. Purl, Google, Amanda J. Koch, ForstPerson, Teresa L. Russell, Self-Employed, Person-Job Fit and Job Performance: Does the Job Matter?
Joshua J. Prasad, Michigan State University, Christopher D. Nye, Michigan State University, Examining Operationalizations of P-E Fit: A Simulation Study
James Rounds, University of Illinois at Urbana-Champaign, Discussant
Submitter: Rodney A. McCloy, mmcloy@humrro.org

650. Panel Discussion: 4:30PM–5:50PM

Brazos Building Allied Organizations: Concrete Strategies for Engaging Employees in Allyship

Although numerous scholars have lauded the importance of allyship for inclusion in organizations, there is little information on concrete practices to build allyship. This discussion will address potential strategies for building allyship in organizations, including recruitment and selection, training, climate, and organizational policy.

Kaytlynn R. Griswold, Pennsylvania State University, Co-Chair
Larry R. Martinez, Portland State University, Co-Chair
Michelle (Mikki) Hebl, Rice University, Co-Chair
Elizabeth A. Conjar, PwC, Panelist
Elizabeth M. Grimaldi, PricewaterhouseCoopers LLP, Panelist
Alex P. Lindsey, University of Memphis, Panelist
Isaac E. Sabat, Texas A&M University, Panelist
Submitter: Kaytlynn R. Griswold, krg181@psu.edu

651. Master Tutorial: 4:30PM–5:50PM

Federal Research Grants: Background and Basics for Successful Proposals

Many researchers lack the knowledge and skills to obtain highly competitive federal research grants. This tutorial is designed to help principal investigators (a) understand the basic federal funding process, (b) identify the funding programs most appropriate for their research projects, (c) understand criteria used to evaluate proposals, and (d) tips for writing a successful grant proposal.

Georgia T. Chao, Michigan State University, Presenter
Gerald F. Goodwin, U.S. Army Research Institute for the Behavioral and Social Sciences, Presenter
Submitter: Georgia T. Chao, chao@msu.edu
652. Symposium: 4:30PM–5:50PM | JW Grand Salon 2
Using Teams to Leverage Strategic Human Capital in the Organization
Organizations that strategically leverage their human capital exhibit superior performance. Although teams are a key to utilizing human capital, I-Os lack sufficient integration between the teams and strategic human capital literatures. This symposium offers 4 papers that integrate these 2 research streams to better understand how human capital can be strategically deployed in teams.
Gilad Chen, University of Maryland, Co-Chair
Pete Gallagher, University of Connecticut, Co-Chair
Robert E. Ployhart, University of South Carolina, Donald Schepker, University of South Carolina, Lynn A. McFarland, University of South Carolina, Toward a Unified Theory of Meso and Macro Teams
Marvin Schuth, Technical University of Munich, Nicholas Folger, Technical University of Munich, Prisca Brosi, Kuehne Logistics University, Gilad Chen, University of Maryland, A Conservation of Resources Perspective on the Portability Paradox
Moran Lazar, Technion-Israel Institute of Technology, Ella Miron-Spektor, Insead
Chair
Submitter: Pete Gallagher, peter.2.gallagher@uconn.edu
Discussant:
Moran Lazar, Technion-Israel Institute of Technology, Ella Miron-Spektor, Insead
Gilad Chen, University of Maryland, Brent Goldfarb, University of Maryland, Miriam Erez, Technion, Rajshree Agarwal, University of Maryland, Entrepreneurial Teams: A Field Experiment
Pete Gallagher, University of Connecticut, John E. Mathieu, University of Connecticut, Greg Reilly, University of Connecticut, Leveraging and Developing the Team HCR Portfolio: A Leader’s Dilemma
Pete Gallagher, University of Connecticut, John E. Mathieu, University of Connecticut, Greg Reilly, University of Connecticut, Discussant:
John R. Hollenbeck, Michigan State University
Submitter: Pete Gallagher, peter.2.gallagher@uconn.edu

653. Panel Discussion: 4:30PM–5:50PM | JW Grand Salon 3
In the Trenches Part 2: Use of SJ Ts in High-Stakes, High-Vol-
tume Testing Programs
The use of SJTs in high-volume, high-stakes testing creates unique challenges that have not been explored in the literature to date. The panelists will engage with the audience to discuss common decision points when developing and administering SJTs, including response formats, the structure of SJTs, and whether and how to report reliability.
Bethany H. Bynum, HumRRO, Chair
Taylor Sparks Sullivan, HumRRO, Panelist
Fiona Patterson, Work Psychology Group, Panelist
Rebecca L. Fraser, Association of American Medical Colleges, Panelist
Scott H. Oppler, HumRRO, Panelist
Submitter: Taylor Sparks Sullivan, sparks.taylor@gmail.com

654. Alternative Session Type with Presenters: 4:30PM–5:50PM | JW Grand Salon 4
The Pursuit of Balance: A Forum to Advance Research on Work–Family Balance
This session is a forum for experts and audience members to come together and discuss the future of research and practice on work–family balance. Panelists will guide collaborative small-group discussions with audience members on a diverse range of issues pertaining to work–family balance, identifying important gaps in the literature and an agenda to collaborate and advance research and practice.
Drake Van Egdom, University of Houston, Co-Chair
Christian Spitzmuller, University of Houston, Co-Chair
Wendy J. Casper, University of Texas at Arlington, Presenter
Rachel T. Hill, VMware, Presenter
Ellen E. Kossek, Purdue University, Presenter
Russell A. Matthews, University of Alabama, Presenter
Mauria J. Mills, University of Alabama, Presenter
Julie H. Wayne, Wake Forest University, Presenter
Kelly Schwind Wilson, Purdue University, Presenter
Submitter: Drake Van Egdom, vanegdomdrake@gmail.com

655. Panel Discussion: 4:30PM–5:50PM | JW Grand Salon 5
Industry Insider Secrets: A Panel on Early Career Paths at Large Organizations
The panel will provide a discussion and Q&A session with early in career I-Os from some of the world’s largest organizations (Johnson & Johnson, Google, Proctor & Gamble, and Facebook) facilitating a broad discussion on industry roles to help current students, faculty, and early in career I-O graduates better understand industry careers and gain exposure to these diverse job paths.
Kathleen E. Hall, Johnson & Johnson, Chair
Benjamin R. Levine, University of Maryland, Panelist
Sophie A. Kay, Facebook, Panelist
Tunji Oki, Google, Panelist
Scott Parrigon, Google, Panelist
Krystyn J. Ramdial, University of Central Florida, Panelist
Submitter: Benjamin R. Levine, b Levine@umd.edu

656. Alternative Session Type with Presenters: 4:30PM–5:50PM | JW Grand Salon 6
Critical Topics in the Application of AI/ML/DL to Personnel Selection
As data-science applications permeate personnel selection, how are practitioners tackling complex psychometric and validation issues? In this hybrid-format, intermediate-level session, panelists will present work and discuss questions on reliability, construct validity, training/test sample composition, mitigation of subgroup differences, predictive bias, and criteria of AI/ML/DL-based models.
Donald E. Lustenberger, DSI Consulting Group, Chair
Ash K. Buonasera, Gartner, Presenter
Greg Haudek, Suited, Presenter
Joshua P. Liff, HireVue, Inc., Presenter
Isaac Benjamin Thompson, Modern Hire, Presenter
Jane Wu, IBM, Presenter
Submitter: Donald E. Lustenberger, don.lustenberger@gmail.com

657. Panel Discussion: 4:30PM–5:50PM | JW Grand Salon 7-8
What’s the Deal With Employee Experience? How to Deliver on Your Promises
The recent conversation has shifted away from focusing solely on employee engagement to a focus on the broader employee experience. However, research suggests that very few organizations believe they are delivering a differentiated experience. A panel of experts will share how to get beyond measurement to strategically approach delivering a differentiated experience.
Christopher K. Adair, Kincentric, Chair
Debby McIsaac, HP, Inc., Panelist
Matthew Merbedone, Marriott International, Panelist
Rebecca Anders Buckner, AAM, Panelist
Michaell Ehret, Johnson & Johnson, Panelist
Sarah Evans, ServiceMaster, Presenter
Matthew Dreyer, Prudential Financial, Panelist
Sarah Ansav, ServiceMaster, Presenter
Ken Oehler, Kincentric, Panelist
Submitter: Christopher K. Adair, christopher.adair@kincentric.com

658. Panel Discussion: 4:30PM–5:50PM | Lone Star Salon A
Future Proofing Leaders Through Coaching
Coaching serves as an effective method to equip leaders with skills to succeed in the face of impending challenges. This panel will address important questions in the practice of coaching: With continual changes to work and the workforce, how does coaching “future proof” leaders? What are skill sets leaders need now and into the future, and how can coaching help to build those skills?
Sarah E. Thomas, Kincentric, Chair
Michael Crespo, Cargill, Panelist
Matthew Dreyer, Prudential Financial, Panelist
Laura L. Heaton, Penske, Panelist
Brian J. Rubygen, Kincentric, Panelist
Anna Marie Valerio, Executive Leadership Strategies, LLC, Panelist
Submitter: Sarah E. Thomas, sarah.thomas@kincentric.com
662. Symposium: 4:30PM–5:20PM Lone Star Salon E
Getting Action on Inclusion: Insights From Organizational Surveys and Analytics
Popular to study but hard to change, improving inclusion remains an aspiration in many organizations. Three authors describe how to use employee data and analytics to drive action. Discussed are applying measures of inclusion in employee surveys, using predictive analytics to uncover why those who feel less included often leave, and involving employees directly in acting on recommendations.

Brie Siebert, Willis Towers Watson, Chair
Patrick Kuleza, Willis Towers Watson, Employee Surveys as Tools for Inclusion Analytics: Promises and Perils
Michelle Dupont, Finning International, Retaining Female Talent: Predictors by Gender in a Majority-Male Industry
Erika Chambers, University of Kentucky, Cultivating Inclusion: Employee Belonging and Well-Being in a University Setting
Submitter: Brie Siebert, brie.siebert@outlook.com

664. Symposium: 4:30PM–5:50PM Lone Star Salon G
Talent Management in Elite Sports: Using an I-O Lens
Participants in elite sports have increasingly searched for an edge in a wide range of scientific disciplines. Given the field of I-O psychology’s unique ability to apply science in the workplace in a rigorous manner, this session focuses on the role talent management processes, including assessment and training/development, can play in fostering the success of elite athletes.

Eric D. Heggestad, University of North Carolina at Charlotte, Chair
Elizabeth L. Shoenfelt, Western Kentucky University, Applying I-O Psych for Performance Excellence: A Case Study of an Olympic Swimmer
Thomas E. Schoenfelder, Caliper, a PSI business, Ricardo Roman, Caliper, a PSI business, Mental Toughness in Professional Sports
Ken Yusko, University of Maryland, College Park, Charles A. Scherbaum, Baruch College & The Graduate Center, CUNY, Benjamin Goldstein, Tulane University, Using Psychological Assessments to Predict Player Performance in the NFL
Daniel L. Bonilla, NBA, Discussant
Submitter: Harold W. Goldstein, harold.goldstein@baruch.cuny.edu
667. Poster: 5:00PM–5:50PM  Board 2
Balancing Rigor and Efficiency in Criterion-Related Validation
Criterion-related validation studies are time consuming to conduct. Profiling offers an alternative, requiring limited time and resources. This study evaluates the effectiveness of a variety of profiling approaches. Findings show that traditional validation outperforms profiling approaches in predicting performance and group differences between candidates identified as top performers.
Mathijs Affourtit, SHL
Kristin Sanderson Allen, SHL
Submitter: Kristin Sanderson Allen, kristin.allen@shl.com

668. Poster: 5:00PM–5:50PM  Board 3
Exploring the Links Between Personality Profiles and Job Performance
This study examined the complex and long-debated relationship between personality and job performance using a person-centered approach. Results revealed 4 personality profiles, demonstrated limited evidence of incremental validity for personality profiles beyond personality traits, and indicated that the confident profile was most common among the top 10% of performers.
Sherif al-Qallawi, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Submitter: Sherif al-Qallawi, sherif.alqallawi@gmail.com

669. Poster: 5:00PM–5:50PM  Board 4
Hiring Safer Rideshare Drivers: The Influence of Mechanical Reasoning and Personality
Authors assessed the mechanical reasoning ability and personality of a sample of 133 rideshare drivers and collected measures of unsafe driving outcomes and customer ratings. Results showed higher mechanical reasoning skills, but not personality, relates to driver outcomes. Gender also influenced scores on both mechanical ability and outcomes. Implications for theory and practice are discussed.
Clark Amistad, Pearson Canada Assessment
Mary Ann Hanson, Pearson
Kama D. Dodge, Cubiks
Submitter: Clark Amistad, clark.amistad@pearson.com

670. Poster: 5:00PM–5:50PM  Board 5
A Tale of Two Transportability Processes: An Application of Complementary Approaches
This research describes the development of 2 parallel approaches to transporting validity evidence, 1 based on client/local job analysis data and the other based on O*NET detailed work activities. An illustrative example using the 2 approaches on the same set of jobs is provided, with findings indicating strong similarity and convergent results.
Michael Baysinger, Cadient Talent
Joy Kovacs, Cadient Talent
Phillip M. Mangos, Adaptive Immersion Technologies
Submitter: Michael Baysinger, Michael.Baysinger@CadientTalent.com

671. Poster: 5:00PM–5:50PM  Board 6
Predicting Performance for Jobs With High Automation: A Quantitative Review
Automation is changing job characteristics of occupations. A meta-analysis of correlations between individual differences and performance when working with automation is presented. Agreeableness and neuroticism had stronger uncorrected correlations than expected. Among the non-cognitive variables, boredom proneness and video game experience had the strongest correlations with performance.
Michael F. Brady, Infoscientex
Thomas R. Carretta, U.S. Air Force
Anthony Gibson, Wright State University
Zakia Shermadou, Infoscientex
Ryan Anthony Everidge, Infoscientex
Submitter: Michael F. Brady, brady53@wright.edu

672. Poster: 5:00PM–5:50PM  Board 7
Can You Ever Be Too Smart to Be Successful? Linear and Nonlinear Effects of GMA
Despite a century of study, many academics and popular authors downplay the importance of GMA or dismiss it entirely. One common idea is that, beyond a certain point, greater GMA does not matter or is harmful. Authors test these ideas using 3 cohort studies. Contrary to popular claims, greater GMA typically provides an advantage across the full range for success in work and education.
Matthew I. Brown, Geisinger Health System
Jonathan Wai, University of Arkansas
Christopher F. Chabris, Geisinger Health System
Submitter: Matthew I. Brown, mibrown9015@gmail.com

673. Poster: 5:00PM–5:50PM  Board 8
Investigating Group Differences in Verbal and Nonverbal Social Intelligence
Social intelligence (SI) is an important trait in predicting social effectiveness. This study examined demographic differences in SI using written and video-based SI tests. The video-based test, which requires less language proficiency, exhibited no adverse impact, whereas the written test did. This was explored across multiple racial groups and for gender. Test bias was also examined.
Matthew I. Brown, Geisinger
Andrew Speer, Wayne State University
Andrew P. Tenbrink, Wayne State University
Mike Shihadeh, Wayne State University
Submitter: Matthew I. Brown, mibrown9015@gmail.com

674. Poster: 5:00PM–5:50PM  Board 9
Designing Selection Systems to Reduce Turnover
Selection research typically emphasizes predicting job performance, but turnover is at least as important in many organizations. This study adds to the limited research on predicting turnover by examining 5 assessment methods. Results indicate interest scores did not predict turnover but interview, dispositional, biographical, and situational judgment scores showed relationships with turnover.
Joshua Bush, Proctor & Gamble
Jesse Caylor, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Submitter: Jesse Caylor, jcaylor2016@my.fit.edu

675. Poster: 5:00PM–5:50PM  Board 10
A Statistical Determination of the Dimensionality of Trust
The dimensionality of data is important to determine as it impacts both the assessment and development of theory as well as its practical utilization as in the prediction context. The bifactor model of trust model is pitted against traditional data structures and evaluated. The 2-factor structure of McCullister’s (1995) widely employed trust scale is better represented as 1 general factor.
Michael D. Coovert, University of South Florida
Winston R. Bennett, Jr., Training Research Laboratory
Submitter: Michael D. Coovert, coovert@usf.edu

676. Poster: 5:00PM–5:50PM  Board 11
Role of Mental Abilities and Conscientiousness in Explaining College Grades
This study examined the role of general and specific mental abilities and conscientiousness in predicting college academic performance using data from Project TALENT. Conscientiousness and g independently predicted college GPA, but there was no support for the multiplicative model. Specific abilities failed to add incremental validity over g.
Jeffrey M. Cucina, U.S. Customs and Border Protection

Submitter: Jeffrey M. Cucina, Jeffrey.M.Cucina@cbp.dhs.gov
677. Poster: 5:00PM–5:50PM   Board 12
Gender Effects in Structured Employment References: No Cause for Concern

Narrative employment references have been found to allow for gender bias in personnel selection. In a sample of ratings by over 4 million employment references for nearly 2 million applicants, no effect of gender bias was found in structured, quantitative employment references across job levels and industries, supporting structured employment references as a fair personnel selection practice.

Peter A. Fisher, Wilfrid Laurier University
Disha D. Rupayana, SkillSurvey, Inc.
Chet Robie, Wilfrid Laurier University
Cynthia A. Hedricks, SkillSurvey, Inc.

678. Poster: 5:00PM–5:50PM   Board 13
Examining the Feasibility of Alternative Approaches to Forced-Choice Item Information

Authors examined the viability of 2 alternative approaches to calculating item information in forced-choice item response theory: numeric approximation and automatic differentiation. Simulation results found that both methods can calculate item information to an acceptable level. Automatic differentiation is a particularly promising approach as models become more complex.

Michael Grossenbacher, Wonderlic, Inc.
Zachary Warman, Wonderlic, Inc.

679. Poster: 5:00PM–5:50PM   Board 14
Examining the Impact of Forced-Choice Test Configurations on Test Results

Authors examined the ability of IRT-based forced-choice personality tests to accurately recover single-stimulus scores in a real-data situation. No differences were found based on either the response function of the test nor the size of the item blocks. Further, neither cognitive ability nor methodicalness moderated the ability of the tests to provide accurate scores.

Michael Grossenbacher, Wonderlic, Inc.
Kimberly E. O’Brien, Central Michigan University

680. Poster: 5:00PM–5:50PM   Board 15
Faking and the Validity of Personality Tests: An Experimental Investigation

This study examined the relationship between faking and personality test validity using a 3 x 3 manipulation of the ability and motivation to fake. Results suggested a complex interplay among faking, construct validity, and criterion-related validity. Research on faking-resistant tests shows promise for advancing high-stakes personality measurement and theories of faking.

Christopher R. Huber, HumRRO
Nathan R. Kuncel, University of Minnesota
Katie Broadwell Huber, University of Wisconsin-River Falls
Anthony S. Boyce, Amazon

681. Poster: 5:00PM–5:50PM   Board 16
The Effect of Community Evaluators on the Selection of Entry-Level Police Officers

As a method of building relationships with the public, some police forces have integrated community members as evaluators into the assessment and selection process. Using data from a large Midwest police division, there was no statistical evidence to suggest that the presence of a community evaluator affected rater agreement, subgroup differences, selection outcomes, or predictive validity.

Eric Hutchison, Hutchison Consulting, LLC
James S. Herndon, IGO Metrics

682. Poster: 5:00PM–5:50PM   Board 17
Are Vocational Interests Susceptible to Faking?: An Employee Sample

Faking on a vocational interest measure was investigated using an experimental design. Participants were instructed to “fake good,” and scores were compared to an honest condition. Results show that participants were able to fake interest dimensions and faking may affect the criterion validity of the measure. Implications for the use of vocational interest for selection purposes are discussed.

Sergio Miguel Marquez, Michigan State University
Danielle M. Gardner, Michigan State University
Christopher D. Nye, Michigan State University
Serena Wee, University of Western Australia

683. Poster: 5:00PM–5:50PM   Board 18
Encouraging the use of Mechanical Data Combination: The Autonomy-Validity Dilemma

Decision makers use decision rules more often when they have autonomy over them. However, increased autonomy should not result in validity loss. Authors investigated the effect of varying degrees of autonomy on use intentions and validity. Some types of autonomy increased use intentions of decision rules but did not result in higher validity than holistic judgments. Intermediate level session.

Marvin Neumann, University of Groningen
Susan Niessen, University of Groningen
Jorge Tendeiro, University of Groningen
Rob Meijer, University of Groningen

684. Poster: 5:00PM–5:50PM   Board 19
Predicting Performance Using Information With Varying Validity: A Lens-Model Analysis

Authors investigated holistic performance predictions made using predictors of varying predictive validity. Holistic predictions had lower validity than regression-based predictions and the best predictor alone, due to inaccurate weighting. Using a combination of predictors that shows (incremental) validity in an optimal statistical model can have detrimental effects on holistic judgment procedures.

Susan Niessen, University of Groningen
Marvin Neumann, University of Groningen

685. Poster: 5:00PM–5:50PM   Board 20
Leveraging Faking: Using Trainees to Set Personality Cut Scores for Applicants

Authors compared emotional stability, conscientiousness, and agreeableness across incumbents, trainees, and applicants. Regression models demonstrated applicants had the highest mean scores, followed by trainees, then incumbents. This suggests that practitioners can set more accurate personality cut scores using data from trainees or early tenure incumbents rather than established incumbents.

Sonia L. Oakley, FurstPerson
Kin Leong Chan, FurstPerson
April R. Cantwell Holland, FurstPerson

686. Poster: 5:00PM–5:50PM   Board 21
Toward a Better Understanding of Less Structured Interviews: A Contrarian Review

This study provides a contrarian review of the employment interview literature and discusses methodological, theoretical, and practical reasons that the validity and value of less structured interviews might be greater than previously thought. Based on the review of the literature, an agenda for future research is proposed.

In-Sue Oh, Temple University
Youngduk Lee, Indiana University
Kaifeng Jiang, Notre Dame University
Gang Wang, Florida State University

Submitter: Youngduk Lee, yl96@indiana.edu
How to Use Item Desirability Ratings for Constructing Forced-Choice Tests

Forced-choice response format as faking prevention method matches items comprising each forced-choice block in terms of desirability for the job. Authors show that utilizing mean desirability ratings for item matching may yield inaccurate similarity values and result in inferior matches. They propose a distance-based alternative that may yield accurate similarity values and optimal matches.

Goran Pavlov, University of Barcelona/University of South Carolina
Dexin Shi, University of South Carolina
Alberto Maydeu-Olivares, University of South Carolina

Submitter: Goran Pavlov, pavlovg@mailbox.sc.edu

Use of SME Importance Ratings and Profiling in Selection Model Development

Authors compared use of subject matter expert (SME) importance ratings and profiling of high performers as variable selection strategies in selection model development across 3 samples (Ns = 1,093, 243, 308). Validities achieved with SME importance ratings were consistently lower than statistically optimal models and similar to validities obtained with profiling and random selection.

Mark R. Rose, U.S. Air Force
John D. Trent, U.S. Air Force
Matthew Shisler, U.S. Air Force

Submitter: Mark R. Rose, mark.rose.7@us.af.mil

Adaptation of Implicit Association Test for Measurement of Personality Trait

The authors examined the psychometric properties of an implicit association test specifically measuring the personality traits of Conscientiousness and Extraversion. Findings suggest that there was a significant correlation between implicit and explicit measures of Extraversion. Subgroup differences were observed for gender and age.

Arash Shokri, Illinois Institute of Technology
Margaret Burke, Illinois Institute of Technology
Frank Manibusan, Illinois Institute of Technology
Scott B. Morris, Illinois Institute of Technology

Submitter: Arash Shokri, arash.shokri@aol.com

Using Ensemble Machine Learning to Improve Assessment in Personnel Selection

Ensemble learning, a machine learning (ML) approach, was used to obtain personality estimates from text-based responses in personnel selection. Results showed that the approach generally resulted in higher validity than the single ML models and expert ratings. Theoretical explanation for how ensemble learning improves reliability and validity, as well as practical implications are discussed.

Chen Tang, University of Illinois at Urbana-Champaign
Hyun Joo Shin, Purdue University
Aarya Barve, Purdue University
Q. Chelsea Song, Purdue University

Submitter: Chen Tang, chent3@illinois.edu

Individual Differences in Interview Design: Factors Affecting Question Choice

This study examined relationships between interview question choice, general mental ability (GMA), and social aptitude. Past behavioral and traditional questions were rated most effective. GMA and social aptitude were strongly related to skill in identifying effective questions. Those higher in GMA and social aptitude were more likely to alter question effectiveness judgements across jobs.

Andrew P. Tenbrink, Wayne State University
Michael Schwendeman, Denison Consulting
Lauren Wegmeyer, Wayne State University
Sugandh Kaur, Wayne State University
Andrew Speer, Wayne State University

Submitter: Andrew P. Tenbrink, ga7468@wayne.edu

On the Continued Misinterpretation of Research Findings Regarding Stereotype Threat

Steele and Aronson (1995) showed that stereotype threat affects the test performance of stereotyped groups. Sackett, Hardison, and Cullen (2004) found that many researchers wrongly inferred that this eliminated the race gap in test scores. This re-examination found that while the rate of misinterpretation in journal articles has dropped from 91% to 42%, the rate is still substantial.

Dana H. Tomeh, University of Minnesota, Twin Cities
Paul R. Sackett, University of Minnesota

Submitter: Dana H. Tomeh, tomez001@umn.edu

The Testing Environment as an Explanation for UIT Device-Type Effects

Environmental distractions were investigated as an explanation for the discrepancy in observed UIT device-type effects between operational and nonoperational studies. GMA scores were similar among 3 conditions despite participants reporting higher levels of distraction when tested in the distracting environment. Results were replicated, and alternative explanations proffered.

Zach K. Traylor, Texas A&M University
Ellen Hagen, Texas A&M University
Ashleigh Williams, Texas A&M University
Winfred Arthur, Jr., Texas A&M University

Submitter: Zach K. Traylor, zktaylor@gmail.com

Authors compare the criterion-related validity of traditional scoring, empirical keying, and machine-learning based scoring in 3 datasets, 2 containing cognitive ability tests and 1 containing a biographical data predictor. No scoring method was consistently superior in these data, and machine learning approaches merit further investigation in quantitative validity studies.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Kimberly M. Perry, U.S. Customs and Border Protection
Kimberly J. Wilson, U.S. Customs and Border Protection

Submitter: Jeffrey M. Cucina, jcucina@gmail.com

Does Faking Good Take Longer Than to Answer Honestly? It Depends on the Transparency

Response latency was significantly longer in fake good instruction rather than in honest one for situational judgment test (SJT) although not significant for a HEXACO personality test. Findings indicate that transparency moderates the link between faking and response latency, with the medium transparent, the longer it takes to fake (i.e., inverted-U shaped moderating effect).

Dan Wang, University of Science and Technology of China
Derek Qingxiong Weng, University of Science and Technology of China

Submitter: Dan Wang, w00319@mail.ustc.edu.cn
Breaking Bad: How Does Negative Social Media Content Affect Applicant Evaluations?

Using an experimental design, this study identified the mechanisms by which raters form judgments about job applicants on social media to inform employment-related decisions. Results demonstrated that negative social media content impacted applicant suitability ratings via perceptions of applicant integrity and conscientiousness. Likewise, evidence of gender bias favoring male applicants emerged.

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