Dear Colleagues,

Welcome to SIOP in San Francisco! This is our first ever 3-day annual conference event and we are so pleased you are here for this special occasion. We would like to take this opportunity to point out some exciting features of our conference.

Excellent Peer-Reviewed Content
At any point in time you will have at least 19 choices of different sessions to attend. Our program content is incredibly varied. We encourage you to not only attend sessions right up your alley, but also try some sessions that totally are not. We believe the science and practice of I-O psychology is only enhanced by engaging in boundary-spanning activities.

Theme Tracks
Attend some or all of the theme track sessions. A theme track is almost a conference within a conference. It is a narrow, actionable theme that appeals to individuals regardless of whether they work in an applied setting or academia and reflects a cutting-edge topic or trend. For each theme, there will be multiple integrated sessions (e.g., invited speakers, debates) scheduled back-to-back throughout the day. For those looking for a more unified and more intimate conference experience, this is a great option. The Thursday theme track focuses on individual and organizational health. The Saturday theme track focuses on the dynamic state of I-O education from both academic and practice perspectives. (Participants who attend the Saturday theme track for the entire day will receive 7 CE credits.)

Featured Posters
We will once again showcase the top-20 rated posters (nearly perfect ratings) at an evening all-conference reception. Come view some of the best poster submissions to the conference while sipping drinks in a relaxed atmosphere with the presenters.

Friday Invited Addresses: Dr. Jac Fitz-enz and Dr. Paul Ekman
We will have two keynote addresses on Friday that are major events. Dr. Jac Fitz-enz will give an address titled "Workforce Intelligence: The Predictive Initiative." In this talk, Dr. Fitz-enz will discuss a project he conducted with 25 vendors and corporations to develop the first integrated, predictive, human capital management planning, data mining software and future-facing metrics system. Dr. Fitz-enz is often called the "father" of human capital strategic analysis and measurement. He introduced metrics to human resources through the Saratoga Institute (which he founded) in 1978. Recently, he was honored by SHRM as one of 50 people who, in the past 50 years, have "significantly changed" how organizations manage people. Dr. Fitz-enz has published over 225 articles, reports, and book chapters, and 8 books on measurement and management. Dr. Paul Ekman will give an address titled "Emotional Skills." Five emotional skills will be described with examples of how they can be acquired; for example, recognizing signs of concealed emotions and signs of when emotions are first beginning in others. Dr. Ekman was named by the American Psychological Association as one of the most influential psychologists of the 20th century based on publications, citations, and awards. Dr. Ekman is best known for his landmark work that found that facial expressions of emotion are not culturally determined but universal to human culture. He has appeared on *48 Hours, Dateline, Good Morning America, 20/20, Larry King Live, The Oprah Winfrey Show, The Tonight Show*, and many other TV programs.

Continuing Education Credits
For those in need of continuing education credits, this conference has a record high number of opportunities (see page 6). Enjoy.

Try Something New
Besides the typical session formats we are accustomed to such as symposia/forum, panel discussions, and so forth, we encourage you to try a Community of Interest Session and/or an Interactive Poster Session at this conference. Both of these session types are unique in their approach and are very engaging. We will have 12 Communities of Interest (COI) sessions. These are sessions designed to create new com-

munities around common themes or interests. These sessions have no chair, presenters, or discussant. Instead, they are informally moderated by one or two facilitators. Interactive Poster sessions are small gatherings of academics and practitioners who review and then discuss 4 thought-provoking posters.

Opening Plenary Session
SIOP San Francisco will kick off with the presentation of SIOP's highest awards and the newest SIOP Fellows. The event will be highlighted by the Presidential Address by Lois Tetrick.

Executive Committee Track
Friday will feature 8 hours of programming organized by the SIOP Executive Committee. Special sessions will focus on creative federal funding opportunities, SIOP's new journal, SIOP's branding and visibility efforts, and a report on the recent practitioner survey. A Town Hall Meeting has been scheduled for Friday at 1:00 p.m., at which time SIOP leaders will be discussing important issues including bylaws changes resulting from the work of the Governance Task Force. All Executive Committee sessions will take place in Continental 3.

Closing Address
For the first time we will have a closing conference event and an invited address by Anthony J. Rucci. His comments will focus on "I-O Psychology's Core Purpose: Where Science and Practice Meet." Rucci is senior lecturer in the Department of Management at the Fisher College of Business at The Ohio State University and joined the faculty following a 25-year business career as an executive officer with three international companies: Baxter International, Sears Roebuck and Co., and Cardinal Health. In addition, he has been chairman of the Board of Sears de Mexico, dean of the College of Business at the University of Illinois at Chicago, and CEO of The Ohio State University Physicians, Inc. He received his PhD in industrial-organizational psychology from Bowling Green State University.

Closing Reception
We will wrap up this historic annual conference with a unique not-to-be-missed California wine reception. Enjoy the fruit of the vine with friends and colleagues. Attendees can enjoy the refreshments and purchase beverages as at our regular receptions or can opt to buy a passport to sample wines from Napa Valley vineyards.

Final Thoughts
Creating this conference, as you would imagine, is a massive volunteer effort. Despite our collective best efforts, all will sadly not be perfect. With such a massive conference, there are just too many possibilities for unexpected and unanticipated issues to arise. We still sincerely apologize in advance for that microphone or projector that might not work. We apologize in advance for scheduling two sessions that you really want to go to at the same time. We apologize in advance for putting what turns out to be the most popular session at the conference in the wrong sized room. We apologize for any other crazy odd things that happen. With this said, we are very dedicated to continually improving the conference each year. Please share with us, Dave Nershi (our executive director), **John Scott** (incoming program chair) and **Julie Olson-Buchanan** (incoming conference chair), your feedback (both positive and constructive).

The SIOP conference is truly special. It is uniquely a conference for the people, by the people (we have over 1000 volunteers involved in this effort). It is possibly one of the only conferences in the world that has roughly an equal number of academics and practitioners in attendance. It is in many ways the science/practice ideal. We have a lot to be proud of. We feel very fortunate to have served SIOP as your program and conference chair.

Enjoy the conference!

Steven G. Rogelberg   *Douglas Pugh*
Program Chair   Conference Chair
University of North Carolina at Charlotte   University of North Carolina at Charlotte

23rd ANNUAL CONFERENCE PROGRAM
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Hilton San Francisco (Headquarters Hotel)
333 O'Farrell Street
San Francisco CA 94102
Tel: (415) 771-1400   Fax: (415) 771-6807   Reservations: (800) 445-8667
Web site: http://www1.hilton.com/en_US/hi/hotel/SFOFHHH/index.do

Directions

From San Francisco International Airport: Take Highway 101 North and exit at 7th St. Turn right on Folsom St, then left on 5th St. Turn left onto Ellis St and follow to Mason. Garage entrance is on Ellis St.

From Oakland International Airport: Highway 880 (West then North) towards San Francisco. Follow signs to S.F. and cross the Bay Bridge. Exit after Bridge on 5th St. 5th becomes Cyril Magnin. Turn left on Ellis and follow to Mason. Garage entrance is on Ellis.

From San Jose International Airport: Take Highway 101 North and exit at 7th St. Turn right onto Folsom, then left onto 5th St. Left onto Ellis and follow to Mason. Garage entrance is on Ellis.

A searchable version of this program is available on the SIOP Web site at www.siop.org/ProgramOnWeb/?year=2008.

Plan your conference experience by using the personal conference scheduler, available at http://www.siop.org/conferenceplanner/.

PERSONS WITH DISABILITIES

If you are a person with a disability and require special assistance, please inform the SIOP Administrative Office of any special needs. We will endeavor to meet these special requests. Please notify us as early as possible by calling (419) 353-0032.

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SIOP REGISTRATION HOURS
Yosemite Prefunction (Ballroom Level)

WEDNESDAY:	3:00 PM–9:00 PM
THURSDAY:	7:30 AM–6:00 PM
FRIDAY:	8:00 AM–5:00 PM
SATURDAY:	8:00 AM–3:00 PM

EXHIBIT HALL HOURS
Grand Ballroom B (Grand Ballroom Level)

THURSDAY:	10:00 AM–5:30 PM
FRIDAY:	8:30 AM–5:30 PM
SATURDAY:	8:30 AM–3:00 PM

PLACEMENT CENTER HOURS
Plaza A & B (Lobby Level)

WEDNESDAY:	3:00 PM–5:30 PM
THURSDAY:	8:00 AM–5:30 PM
FRIDAY:	8:00 AM–5:30 PM
SATURDAY:	8:00 AM–5:30 PM

INTERNATIONAL CAFÉ
Franciscan D (Ballroom Level)

International Affiliates and SIOP members with international interests are invited to visit the international café to meet and connect with peers working in your geographical area or connect with peers who share similar interests from other regions.

THURSDAY:	10:00 AM–12:00 Noon
FRIDAY:	8:30 AM–10:30 AM
SATURDAY:	8:30 AM–10:30 AM

MEMORIALS

Marvin Dunnette
Thursday, 6:00–7:00 PM
Yosemite A

Patricia Cain Smith
Friday, 6:00–7:00 PM
Yosemite A

COFFEE BREAKS

Thursday:	7:30–8:00 AM	East Lounge
	10:00–10:30 AM	Exhibit Hall
	3:00–3:30 PM	Various Locations
Friday:	7:30–8:00 AM	Various Locations
	10:00–10:30 AM	Various Locations
	3:00–3:30 PM	Various Locations
Saturday:	7:30–8:00 AM	Various Locations
	10:00–10:30 AM	Various Locations
	3:00–3:30 PM	Various Locations

COMMITTEE MEETINGS
Committee on Ethnic Minority Affairs
Thursday, April 10, 4:00–5:00 PM
Union Square 23–24 (Fourth Floor)

Lesbian, Gay, Bisexual, and Transgender Committee and Allies
Friday, April 11, from 4:00–5:00 PM
Union Square 25 (Fourth Floor)

SIOP SPECIAL EVENTS

HOW TO GET THE MOST FROM THE SIOP CONFERENCE
Wednesday, April 9, from 5:00–6:00 PM Golden Gate Ballroom (Lobby Level)

SIOP WELCOME RECEPTION
Wednesday, April 9, from 6:00–8:00 PM Continental Ballroom (Ballroom Level)

PLENARY SESSION: PRESIDENTIAL ADDRESS, KEYNOTE ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS
Thursday, April 10, from 8:00–10:00 AM Continental Ballroom 1–6 (Ballroom Level)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS
Thursday, April 10, from 5:00–6:00 PM Union Square 23–24 (Fourth Floor)

INTERNATIONAL MEMBERS' RECEPTION
Thursday, April 10, from 6:00–7:00 PM Yosemite B (Ballroom Level)

EVENING RECEPTION
Thursday, April 10, from 6:00–8:00 PM Continental Ballroom (Ballroom Level)
Top Posters on display from 6:00 to 6:50 PM

LEADING EDGE RECEPTION
Friday, April 11, from 6:00–7:00 PM Yosemite C (Ballroom Level)

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION
Friday, April 11, from 6:00–8:00 PM Yosemite A (Ballroom Level)

EVENING RECEPTION
Friday, April 11, from 6:00–8:00 PM Continental Ballroom (Ballroom Level)

SIOP CLOSING CALIFORNIA WINE TASTING RECEPTION
Saturday, April 12, from 6:00–7:30 PM Yosemite (Ballroom Level)

23rd Annual Preconference Workshops, Friday Seminars, and Other CE Sessions

Preconference Workshops
Wednesday, April 9, 2008

Morning Workshops 8:30 AM–12:00 PM   **Afternoon Workshops 1:30 PM–5:00 PM**

Two workshops, lunch, and a cocktail reception are included in the workshop price.

To attend the following workshops, you must register for two workshop sessions and receive confirmation that you are registered! Please pick up your packet Wednesday from 4 p.m. to 8 p.m. or Thursday beginning at 6:30 a.m. at the Registration desk (Yosemite Prefunction, Ballroom Level).

1. Doing Competencies Well in Applied Settings
2. Making Mergers and Acquisitions Work: The Basics and Beyond
3. Creating a Compelling Offer: Aligning Your Employee Value Proposition to Key Talent Segments
4. Closing the Business Acumen Gap: Moving From an HR Expert to an Impactful Business Partner
5. Using Technology to Enhance Assessment and Development Programs
6. Qualitative Research Methods
7. Building and Managing Effective E-Learning Systems: How to Build a World-Class Technology-Based Training System in Which Employees Really Learn
8. Global Knowledge and Skills for Industrial-Organizational Psychology
9. It's All About the Fundamentals! Staying Statistically Savvy in a Point-and-Click World
10. Leading an Ethical Culture in Organizations: How I-O Psychologists Can Help
11. The Impending Workforce Crisis: What I-O Psychologists Can Do About It
12. EEO Update: Adding, Deleting, or Altering Selection Instruments Required, Permitted, or Prohibited?
13. Performance Testing: A New Frontier for I-O Psychologists
14. Executive Talent Management: Creating and Implementing Practices That Drive Business Results
15. From Scientific Progress to Improved Practice: A Practitioner-Oriented Primer on Cutting-Edge I-O Research

23rd Annual SIOP Conference Friday Seminars

Friday, April 11, 2008

To attend Friday Seminars, you must register for one or two and receive registration confirmation.

AM Sessions (8:30 AM–11:30 AM)
1. Work–Life Balance: Good Research, Good Practice
2. Understanding Emotional Labor in I-O: When "Grin and Bear It" Is a Job Requirement

PM Sessions (12:00 Noon–3:00 PM)
3. Doing Diversity Right: A Research-Based Approach to Diversity Management
4. Conceptual and Methodological Issues in Analyzing Changes Over Time

Master Tutorials

Two CE credits are available for these sessions:
Session 21: Multilevel Modeling: Application to Cross-Sectional and Longitudinal Designs
Session 43: Adverse Impact: A Review of Practical, Statistical, and Legal Issues
Session 89: Dynamic Research in I-O Psychology
Session 202: Lights, Camera, Action: How To Develop a Video-Based Test

One and ½ CE credits are available for these sessions:
Session 67: It's Your World: Building Realistic Simulations for Complex Jobs
Session 114: Update on Neural Networks in I-O Psychology
Session 157: Update in Wage and Hour Litigation
Session 225: A Comparison of Fixed-, Random-, and Mixed-Effects Models in Meta-Analysis
Session 249: Constructive Use of Comments in Organizational Surveys: A Targeted Tutorial
Session 268: How People Change: The Transtheoretical Model of Behavior Change

Saturday Theme Track
(must attend entire day's sessions to receive 7 hours of credit)

Preparing for the Future: A Critical and Constructive Look at I-O Education

Session 208:   Keynote Address: Preparing for the Future: A Critical-and-Constructive Look at I-O Education
Session 217:   A Special Debate on the State of I-O Training
Session 238:   Meeting Stakeholder Needs: Views From Industry, Consulting, and Academia
Session 265:   Innovations in I-O Teaching and Curricula
Session 277:   Connecting Education to Practice
Session 292:   The Future of I-O Education: Theme Track Integration and Open Forum

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Careers/Mentoring/Retirement/Socialization
42   Posters 1 to 23: Poster Session, Grand Ballrm B, 12:30PM
57   The Long and Winding Road: Career Pathing for Talent Management, Yosemite B, 1:30PM
59   Market Research as a Viable Career Path for I-O Psychologists, Continental 1, 2:00PM
201   Poster 1: Top Posters Reception, Continental 1, 6:00PM

Coaching/Training/Leadership Development
10   Poster 1: Poster Session, Grand Ballrm B, 10:30 AM
17   Coaching Women Leaders: Evolutions in Audience, Issues, and Approaches, Continental 2, 11:00 AM
39   On-the-Job Experiences: A Training Ground for Today's Leaders, Continental 4, 12:30PM
42   Posters 24 to 25: Poster Session, Grand Ballrm B, 12:30PM
50   Leadership Coaching Effectiveness: Incorporating Evaluation Methodologies in Practice and Research, Continental 7, 1:30PM
67   It's Your World: Building Realistic Simulations for Complex Jobs, Continental 6, 3:30PM
76   Posters 1 to 17: Poster Session, Grand Ballrm B, 3:30PM
82   Interactive Posters 1 to 4: Training Your Staff in Ten Easy Seconds, Executive Board Rm, 4:30PM

Consulting Practices/Ethical Issues
16   TIP-TOPics for Students Presents: Sticky Situations in Graduate School, Continental 1, 11:00 AM
37   Ethical Issues in Personnel Selection, Continental 1, 12:30PM
71   Interactive Posters 1 to 4: Ethics: Not on My Watch, Executive Board Rm, 3:30PM

Counterproductive Behavior/Workplace Deviance
23   Posters 1 to 22: Poster Session, Grand Ballrm B, 11:30 AM
201   Posters 3 to 4: Top Posters Reception, Continental 1, 6:00PM

Emotions at Work/Emotional Labor
20   Measuring Emotional Intelligence: How, and Why?, Continental 5, 11:00 AM
56   Posters 1 to 21: Poster Session, Grand Ballrm B, 1:30PM
81   Affect and Performance: Recent Findings and New Directions for Research, Yosemite C, 3:30PM
201   Poster 5: Top Posters Reception, Continental 1, 6:00PM

Employee Withdrawal (e.g., absence, turnover)/Retention
11   Multiple Perspectives on Retaining and Engaging Employees During Organizational Transitions, Imperial A, 10:30 AM
56   Posters 22 to 27: Poster Session, Grand Ballrm B, 1:30PM

Global/International/Cross-Cultural Issues
3   Cross-Cultural Competence: Can We Define, Measure, and Develop It?, Continental 8, 10:30 AM
13   Cultural Influences in Global Testing: Holistic Approach to Inference Validity, Yosemite A, 10:30 AM
38   Why Pay Attention to Cultural Issues in Organizations?, Continental 2, 12:30PM
62   Proposal for a Cross-Cultural Applicant Reactions Research Incubator, Continental 1, 3:30PM
76   Posters 18 to 32: Poster Session, Grand Ballrm B, 3:30

Groups/Teams
83   Posters 1 to 32, Poster Session, Grand Ballrm B, 4:30PM
201   Poster 6: Top Posters Reception, Continental 1, 6:00PM

Inclusion/Diversity (e.g., sexual orientation, race, sex)
201   Posters 7 to 8: Top Posters Reception, Continental 1, 6:00PM

Innovation/Creativity
23   Posters 23 to 32: Poster Session, Grand Ballrm B, 11:30 AM
36   Facilitating Creativity and Innovation: Personal, Contextual, and Team Characteristics, Yosemite C, 12:00PM
47   Measuring Workplace Creativity: New Concepts and Tools, Yosemite A, 1:00PM

Job Analysis/Job Design/Competency Modeling
10   Poster 2: Poster Session, Grand Ballrm B, 10:30 AM
34   Using Job Analysis Deliverables to Integrate and Align HR Practices, Yosemite A, 12:00PM
69   Advancing Work/Job Analysis: Challenges and Opportunities, Continental 8, 3:30PM
201   Posters 9 to 10: Top Posters Reception, Continental 1, 6:00PM

Job Attitudes
65   What Does Employee Engagement Predict?, Continental 4, 3:30PM
85   Utilizing Identified Survey Data, Franciscan C, 5:00PM
201   Poster 11: Top Posters Reception, Continental 1, 6:00PM

Job Performance/Citizenship Behavior
70   Expanding the Criterion Space Through Objective Metrics and Criterion-Related Validation, Continental 9, 3:30PM
201   Poster 12: Top Posters Reception, Continental 1, 6:00PM

Judgment/Decision Making
56   Posters 28 to 32: Poster Session, Grand Ballrm B, 1:30PM

Leadership
1   Plenary, Continental 1, 8:00 AM
7   Empowering Leadership: Theoretical Extensions Across Levels and Cultures, Franciscan B, 10:30 AM
10   Posters 3 to 10: Poster Session, Grand Ballrm B, 10:30 AM
19   Leadership Development Along the Pipeline: Design, Development, and Integration, Continental 4, 11:00 AM
42   Poster 26: Poster Session, Grand Ballrm B, 12:30PM
45   Unconventional Thinking About Leadership, Imperial A, 1:00PM
72   Executive Assessment, Franciscan A, 3:30PM
78   Using Assessments for Leadership Development: Goals, Learnings, and Challenges, Imperial B, 3:30PM
201   Posters 13 to 15: Top Posters Reception, Continental 1, 6:00PM

Legal Issues/Employment Law
24   Adverse Impact, Practical Significance, and Validation Evidence: Issues and Options, Imperial A, 11:30 AM
43   Adverse Impact: A Review of Practical, Statistical, and Legal Issues, Continental 6, 1:00PM

Measurement/Statistical Techniques
21   Multilevel Modeling: Application to Cross-Sectional and Longitudinal Designs, Continental 6, 11:00 AM
Motivation/Rewards/Compensation
8   Contingent Incentives...Good or Bad for Work Motivation?, Franciscan C, 10:30 AM
27   Optimizing HR: Tracking the Return on Investments in People, Continental 7, 12:00PM
41   Interactive Posters 1 to 4: Motivation: Opening Pandora's Box, Executive Board Rm, 12:30PM
80   Innovative Applications of Job Fit to Organizational Needs, Yosemite B, 3:30PM
Occupational Health/Safety/Stress & Response
9   Individual–Organizational Health: Keynote Session, Grand Ballrm A, 10:30 AM
33   Individual–Organizational Health: Consequences of Mergers, Acquisitions, and Downsizing, Grand Ballrm A, 12:00PM
44   Individual–Organizational Health: Leading for Health, Grand Ballrm A, 1:00PM
61   Individual–Organizational Health: Selecting for Health and Safety, Grand Ballrm A, 2:00PM
75   Individual–Organizational Health: Integrating Health Into Work-Nonwork Research and Practice, Grand Ballrm A, 3:30PM
86   Individual–Organizational Health: Tale of Academic–Practitioner Collaboration in Occupational Safety, Grand Ballrm A, 5:00PM
201   Posters 1 to 2: Top Posters Reception, Continental 1, 6:00PM
201   Poster 16: Top Posters Reception, Continental 1, 6:00PM
Organizational Culture/Climate
12   Moving the Culture Needle: A How-To Discussion, Imperial B, 10:30 AM
Organizational Justice
10   Posters 11 to 27: Poster Session, Grand Ballrm B, 10:30 AM
46   Studying Organizational Justice Through a Kaleidoscope of Theoretical Lenses, Imperial B, 1:00PM
79   Ethics in Organizations: Context and Authority Effects on Employees, Yosemite A, 3:30PM
201   Poster 17: Top Posters Reception, Continental 1, 6:00PM
Organizational Performance/Change/Downsizing/OD
26   Leveraging Employee Survey Measures During Transformation: What Is Working?, Continental 3, 12:00PM
28   Comparison of Closed Versus Open Succession Management Processes in Organizations, Continental 8, 12:00PM
55   The Best Laid Plans: Action Planning in the Real World, Franciscan C, 1:30PM
74   Improving Organizational Effectiveness and Innovation Through Social Networks, Franciscan C, 3:30PM
Performance Appraisal/Feedback
84   Business-Driven 360-Degree Feedback, Yosemite B, 4:30PM
201   Poster 18: Top Posters Reception, Continental 1, 6:00PM
Personality
14   Complex Problems, Simple Solutions: Contemporary Research in Applicant-Faking Behavior, Yosemite B, 10:30 AM
35   Examining Faking Using Within-Subjects Designs and Applicant Data, Yosemite B, 12:00PM
49   Personality in the Workplace: Advances in Measurement and Assessment, Continental 4, 1:30PM
52   Interactive Posters 1 to 4: Measuring Personality is Really Easy, Executive Board Rm, 1:30PM
68   Alternative Methods of Assessing Noncognitive Predictors, Continental 7, 3:30PM
201   Poster 19: Top Posters Reception, Continental 1, 6:00PM
Research Methodology (e.g., surveys)
2   Statistical/Methodological Myths and Urban Legends III: The Saga Continues, Continental 7, 10:30 AM
6   Issues in IRT, Franciscan A, 10:30 AM
30   Issues in Multilevel Research, Franciscan A, 12:00PM
Staffing (e.g., recruitment, applicant reactions, selection system design, succession/workforce planning, etc.)
31   Occupational Analysis in a Rapidly Changing Workplace: O*NET System Implications, Franciscan B, 12:00PM
32   Implementing Selection Systems Across Multiple Locations: Challenges Faced, Lessons Learned, Franciscan C, 12:00PM
63   Emerging Issues in I and O Psychology Research, Continental 2, 3:30PM
64   Exploring Testing Environment Effects Beyond the Proctored Versus Unproctored Distinction, Continental 3, 3:30PM
73   What Happens After Job Loss? Process-Oriented Perspectives on Job Search, Franciscan B, 3:30PM
201   Poster 20: Top Posters Reception, Continental 1, 6:00PM
Strategic HR/Utility/Changing Role of HR
25   Cutting-Edge Talent Management Practices in Organizations, Imperial B, 11:30 AM
51   Life in a Consortium: Using Benchmarking to Drive Organizational Change, Continental 8, 1:30PM
60   Bridging the Scientist–Practitioner Gap: Senior Executives Identify Critical Research Needs, Continental 9, 2:00PM
Teaching I-O Psychology/Student Affiliate Issues/Professional Development
10   Poster 28 to 32: Poster Session, Grand Ballrm B, 10:30 AM
18   Helping Organizations Who Help Others: Making a Difference With I-O, Continental 3, 11:00 AM
48   The Current State of Master's Level Education in I-O Psychology, Continental 3, 1:30PM
53   Teaching and Training of I-O Psychologists, Franciscan A, 1:30PM
58   I-O War Stories: Facing and Learning From Professional Mishaps, Yosemite C, 1:30PM
77   Experiential Learning: Grounding Ourselves in Research, Imperial A, 3:30PM
Testing/Assessment (e.g., selection methods, validation, predictors, etc.)
4   Evidence of Validity and Best Practices for Utilizing Unproctored Assessments, Continental 9, 10:30 AM
5   Interactive Posters 1 to 4: Test Bias Really Makes Me Mad, Executive Board Rm, 10:30 AM
40   Individual Assessment: Does the Research Support the Practice?, Continental 5, 12:30PM
66   Validation Research Strategies: Ensuring Situational Sufficiency and "Appropriate" Professional Rigor, Continental 5, 3:30PM
Work and Family/Non-Work Life/Leisure
15   Exploring Linkages Between Diversity and Work–Family Research, Yosemite C, 10:30 AM
22   Interactive Posters 1 to 4: Stop Going to Work: Telecommuting and Telework, Executive Board Rm, 11:30 AM
29   New Perspectives on Individual Differences in Work–Family Research, Continental 9, 12:00PM
54   Work–Family Affective Experiences That Reduce Conflict and Improve Health, Franciscan B, 1:30PM
201   Poster 21: Top Posters Reception, Continental 1, 6:00PM

1. Special Events: 8:00 AM–10:00 AM
Continental 1

Plenary Session

Gary P. Latham, University of Toronto, *Chair*
Lois E. Tetrick, George Mason University, *Presenter*

2. Symposium/Forum: 10:30 AM–11:50 AM
Continental 7

Statistical/Methodological Myths and Urban Legends III: The Saga Continues

A number of research methodology truisms, referred to here as "statistical and methodological myths and urban legends," have evolved over time. The papers included in this symposium examine 4 of these as to their partial veracity, accompanying mythology, and current status as mere lore versus sound research dictum.

Charles E. Lance, University of Georgia, *Chair*
Michael J. Zickar, Bowling Green State University, Alison A. Broadfoot, Bowling Green State University, *The Partial Revival of a Dead Horse? CTT Versus IRT*
Ronald S. Landis, University of Memphis, Bryan D. Edwards, Auburn University, José M. Cortina, George Mason University, *On Allowing Correlated Residuals in Structural Equation Models*
Scott Highhouse, Bowling Green State University, Jennifer Z. Gillespie, Bowling Green State University, *Why Samples Give the Illusion of Generalizability*
David Chan, Singapore Management University, *Truths and Myths in the Problem of Self-Report Data*
Robert J. Vandenberg, University of Georgia, *Discussant*

Submitted by Charles Lance, clance@uga.edu

3. Symposium/Forum: 10:30 AM–11:50 AM
Continental 8

Cross-Cultural Competence: Can We Define, Measure, and Develop It?

In today's global society, people must increasingly interact with individuals and groups whose cultural context differs from their own. This symposium begins with a model of cross-cultural competence. Subsequent presentations focus on measuring and training aspects of cross-cultural competence, including emotional regulation, cross-cultural perspective taking, and nonverbal communication.

Cheryl J. Paullin, HumRRO, *Chair*
Lee Ann D. Wadsworth, Job Performance Systems, Inc., *Chair*
Lisa Gulick, George Mason University, Allison Abbe, U.S. Army Research Institute, Jeffrey L. Herman, George Mason University, *Developing Cross-Cultural Competence: A Conceptual and Empirical Foundation*
David Matsumoto, San Francisco State University, *Psychological Skills Necessary for Effective Adaptation in a Multicultural Environment*
Douglas B. Rosenthal, Job Performance Systems, Inc., Dharm P. S. Bhawuk, University of Hawaii-Manoa, Cheryl J. Paullin, HumRRO, Lee Ann D. Wadsworth, Job Performance Systems, Inc., Amy Hooper, Human

Resources Research Organization (HumRRO), *Development of Cross-Cultural Perspective Taking Skills*
Douglas B. Rosenthal, Job Performance Systems, Inc., Teresa L. Russell, HumRRO, Hillary Anger Elfenbein, University of California-Berkeley, Lee Ann D. Wadsworth, Job Performance Systems, Inc., Jeffrey Sanchez-Burks, University of Michigan, Amy Hooper, Human Resources Research Organization (HumRRO), Julisara Mathew, HumRRO, *Training Soldiers to Decode Nonverbal Cues in Cross-Cultural Interactions*
Hillary Anger Elfenbein, University of California-Berkeley, *Discussant*

Submitted by Cheryl Paullin, cpaullin@humrro.org

4. Symposium/Forum: 10:30 AM–11:50 AM
Continental 9

Evidence of Validity and Best Practices for Utilizing Unproctored Assessments

Using unproctored assessments to screen applicants is an attractive solution to meet the demands of increasing applicant volumes and the need to streamline selection processes. Experts from 4 organizations will share validity evidence and best practices for ensuring the use of these tools provides the expected benefits.

Jennifer R. Burnett, Bank of America, *Chair*
Laura T. Davis, Wachovia, Robert E. Ployhart, University of South Carolina, *Validity of Unproctored Assessments for Wachovia's High-Volume Jobs*
Rick Hense, Bank of America, John H. Golden, Bank of America, Andy Solomonson, PreVisor, Pamela Congemi, PreVisor, Eric C. Popp, PreVisor, *Validation of Unproctored Assessment for Call Center Representatives*
John A. Weiner, Psychological Services, Inc., John D. Morrison, Psychological Services, Inc., *Unproctored Online Testing: Environmental Conditions and Validity*
Kelly A. Kaminski, Starwood Hotels & Resorts, Monica A. Hemingway, Starwood Hotels & Resorts, *Comparing Validity of Proctored and Unproctored Test Versions*
Fritz Drasgow, University of Illinois at Urbana-Champaign, *Discussant*

Submitted by Jennifer Burnett, jennifer.r.burnett@bankofamerica.com

5. Interactive Posters: 10:30 AM–11:20 AM
Executive Board Room

Test Bias Really Makes Me Mad

5-1 Toward Understanding Race Differences in Validity of Cognitive Ability Tests

Contrary to prevailing opinion, lower criterion-related validity of ability tests for minorities is common, though most evidence is dated. This study explored differential validity in a large ($N > 130,000$) contemporary dataset. Although uncorrected validity was slightly lower for minorities, these differences disappeared when a number of contaminating factors were controlled.

Christopher Berry, Wayne State University
Paul Sackett, University of Minnesota
Submitted by Christopher Berry, berry@wayne.edu

Indicates Thursday Theme Track Session.

THURSDAY AM

5-2 Ignoring the Spearman-Jensen Effect Leads to Erroneous Test Bias Conclusions

Failure to consider the Spearman-Jensen effect, that group differences in observed cognitive ability test scores are directly proportional to the degree the manifest indicator reflects *g*, can lead to erroneous conclusions regarding test bias defined according to the Thorndike model of fairness. This paper illustrates this phenomenon via a simulation.

Charlie Reeve, University of North Carolina Charlotte
Silvia Bonaccio, University of Ottawa

Submitted by Silvia Bonaccio, bonaccio@telfer.uottawa.ca

5-3 Reducing Adverse Impact Using a Nontraditional Cognitive Ability Assessment

This study examined the use of a nontraditional cognitive ability test with 2 objectives in mind: to reduce Black/White mean-score differences and to retain predictive validity in laboratory and field settings. Results indicate that mean differences were drastically reduced, and predictive validity was often greater than traditional cognitive ability tests.

Jennifer Ferreter, Baruch College, CUNY
Harold Goldstein, Baruch College, CUNY
Charles Scherbaum, Baruch College, CUNY
Ken Yusko, Marymount University
Henry Jun, Baruch College, City University

Submitted by Jennifer Ferreter, jmferreter@yahoo.com

5-4 A New Approach to Assessing Test Bias

A new regression-based method of assessing test bias is proposed. Two different potential causes of differences in groups' regression line intercepts are proposed. Intercepts differing due to mean criterion score differences are not interpreted as predictive test bias. Using both simulated and employee data, this new approach is illustrated.

Adam Meade, North Carolina State University
Michael Fetzer, PreVisor

Submitted by Adam Meade, awmeade@ncsu.edu

6. Community of Interest: 10:30 AM–11:20 AM Franciscan A

Issues in IRT

Oleksandr Chernyshenko, University of Canterbury, *Host*
Alan D. Mead, Illinois Institute of Technology, *Host*
Stephen Stark, University of South Florida, *Host*

7. Symposium/Forum: 10:30 AM–11:50 AM Franciscan B

Empowering Leadership: Theoretical Extensions Across Levels and Cultures

Despite initial evidence for beneficial effects of empowering leadership practices to employees and teams, much remains to be learned. This symposium examines the importance of empowering leadership across multiple levels of analysis, the impact of cultural differences on empowering leadership processes, and the theoretical mechanisms through which empowering leadership operates.

Gilad Chen, University of Maryland, *Chair*
Payal Nangia Sharma, University of Maryland, Gilad Chen, University of Maryland, Debra Shapiro, University of Maryland, Jiing-Lih (Larry) Farh, Hong Kong University of Science and Technology, *What Leads Leaders to Empower? Person and Situational Antecedents*
Jennifer D. Nahrgang, Michigan State University, Matthias Spitzmuller, Michigan State University, Frederick P. Morgeson, Michigan State University, *Empowering Employees: The Impact on Job Satisfaction and Job Performance*
John E. Mathieu, University of Connecticut, Bradley Kirkman, Texas A&M University, John Cordery, University of Western Australia, Michael Kukenberger, University of Connecticut, Benson Rosen, University of North Carolina, *Leading Organizational Communities of Practice: Empower Them? It Depends...*
Dana M. McDaniel, University of California-Irvine, Cristina B. Gibson, University of California-Irvine, *When Empowered Leaders Make for Empowered Employees*
Tom Ruddy, Siemens Corporation, *Discussant*

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

8. Symposium/Forum: 10:30 AM–11:50 AM Franciscan C

Contingent Incentives...Good or Bad for Work Motivation?

Pay for performance is often recommended for motivating employees in work organizations. But self-determination theory argues that contingent rewards may be detrimental to intrinsic motivation. Three studies show the effects of contingent pay on intrinsic and extrinsic motivation and work outcomes. Three different interpretations of these results are proposed.

Marylene Gagne, Concordia University, *Chair*
Antoinette Weibel, University of Zurich, Katja Rost, University of Zurich, Margit Osterloh, University of Zurich, *Crowding-Out of Intrinsic Motivation: Opening the Black Box*
Bard Kuvaas, BI Norwegian School of Management, *Pay Level and Pay Administration, Work Motivation, and Employee Outcomes*
Marylene Gagne, Concordia University, *Relations Between Reward Contingencies, Procedural Justice, and Work Motivation*
Jason A. Colquitt, University of Florida, *Discussant*

Submitted by Marylene Gagne, mgagne@jmsb.concordia.ca

9. Special Events: 10:30 AM–11:50 AM Grand Ballroom A

Individual–Organizational Health: Keynote Session

The keynote session will address how we have failed in individual health research and what we must do to make a difference in the lives of workers. Then, 4 positive advances (positive health, leadership, mood and emotions, and interventions/prevention) that will help create a positive organizational health future will be presented.

Peter Y. Chen, Colorado State University, *Chair*
James Campbell Quick, Goolsby Leadership Academy (UTA), *Presenter*
Daniel Ganster, University of Arkansas, *Presenter*

10. Poster Session: 10:30 AM–11:20 AM
Grand Ballroom B

Organizational Justice/Leadership/Teaching I-O Psychology/Student Affiliate Issues

10-1 Instructor Effectiveness: In Search of the Technical Instructor's Performance Domain

Previous research has examined the instructor performance domain in a school context. This study extends previous literature by investigating the technical instructor performance domain. The results provide evidence for 9 behavioral competencies for technical instruction. These competencies add an additional factor to the 3-factor model found in previous research.

Cristina Rubino, University of Houston
Alex Milam, University of Houston
Ari Malka, University of Houston
Christiane Spitzmuller, University of Houston
Kerri Swailes, University of Houston
Submitted by Alex Milam, alexcmilam@yahoo.com

10-2 University Student Development: An Investigation of Students' Improvability Beliefs

Students' perceptions of the improvability of dimensions related to academic and career success were investigated and presented. In addition, a theoretical model relating students' improvability beliefs to their perceptions of internality, academic self-efficacy, and learning-oriented attitude variables was tested. This study replicated and extended earlier findings.

Michael Potemra, Colorado State University
Matthew Walter, Bank of America
George Thornton, Colorado State University
Deborah Rupp, University of Illinois at Urbana-Champaign
Silke Holub, University of Illinois at Urbana-Champaign
Submitted by Michael Potemra, mpotemra@lamar.colostate.edu

10-3 An Exploration of Managers' Authority on Family Business Management Teams

This study focused on authority and group dynamics on family business management teams. Interviews with top managers captured qualitative and social network data from 4 family business management teams. The perceptions of family and nonfamily managers were compared using qualitative and social network analysis methods.

Brenton Burke, Rutgers University
Submitted by Brenton Burke, brentonburke@yahoo.com

10-4 Participative Management as an Indicator of Managerial Success and Derailment

From an upward mobility perspective (Turner, 1960), this study revealed that direct report ratings of participative management were statistically significantly related to boss ratings of managerial success and derailment. Though gender was hypothesized to moderate the relationship, results revealed statistically nonsignificant findings. Limitations, future research directions, and practical implications are discussed.

Brennan Cox, Auburn University
William Gentry, Center for Creative Leadership
Taylor Sparks, University of Georgia
Scott Mondore, Maersk, Inc.
Karl Kuhnert, University of Georgia
Submitted by Brennan Cox, coxbren@auburn.edu

10-5 Perceived Supervisor Loyalty and Transformational Leadership Effectiveness

This study suggests that perceived supervisor loyalty can discriminate authentic transformational leaders from others. By using 246 supervisor–subordinate dyads, the results showed that perceived supervisor loyalty moderated the relationship between transformational leadership and leadership effectiveness. It was thought that only when perceived supervisor loyalty was high, TL would have effect.

Ding-Yu Jiang, National Taiwan University
Yu-Hsuan Wang, National Chung Cheng University
Bor-Shiuan Cheng, National Taiwan University
Submitted by Ding-Yu Jiang, jian6123@ms15.hinet.net

10-6 Supervisor Support and HRM Practices: Substitutes for Senior Leadership Trust

This study was conducted to assess the ability of supervisor support and commitment-enhancing human resource management practices (i.e., perceived competitive pay and autonomy) to substitute for, OR act in place of trust in senior leadership in predicting employee attitudes.

Nicole Krause, University of Wisconsin-Oshkosh
Mahesh Subramony, University of Wisconsin-Oshkosh
Submitted by Nicole Krause, nkrause@cpp.com

10-7 Role of Followers' Self-Concept in Leadership Effects on Follower Creativity

Based on a review of theoretical and empirical literature, this paper offers a number of propositions about contrasting effects of components of transformational leadership (charisma, intellectual stimulation, and individualized consideration) on follower creativity. Followers' self-esteem and identification with a leader and an organization are proposed to moderate these effects.

Tatiana Kuzmenko, McMaster University
Submitted by Tatiana Kuzmenko, tkuzmenko@yahoo.com

10-8 Relationship of O*NET Characteristics to Leader Derailment

This study was conducted to evaluate the relationship between O*NET characteristics and leader derailment using supervisor ratings. Results suggest that positive, normal-range behaviors are highly negatively related to leader derailment characteristics across occupational samples and that the relationships vary according to the level of leadership required for the occupation.

Mark Rose, PsychCorp/Harcourt Assessment, Inc.
John Trent, Harcourt Assessment, Inc.
Submitted by Mark Rose, Mark_Rose@Harcourt.com

10-9 Subordinates' Egocentricity as a Moderator to Leader Categorization Theory

This paper shows ($N = 287$) that subordinates' self-perceptions as (potential) leaders and subordinates' social comparison orientation moderate the effects proposed in leader categorization theory. The relationship between leader categorization and subordinates' openness towards leadership was stronger the more subordinates perceived own leadership qualities and the stronger their social comparison orientation.

Niels van Quaquebeke, RespectResearchGroup
Daan van Knippenberg, Erasmus University Rotterdam

Submitted by Niels van Quaquebeke,
     quaquebeke@respectresearchgroup.org

10-10 Core Self-Evaluations and Leader Emergence in the Self-Managing Teams

This research attempted to investigate the relationship between core self-evaluations and leader emergence. Data from simulated teams demonstrated that core self-evaluations could positively predict the possibility of being perceived as an emergent leader. Specially, team goal commitment and voice behaviors fully mediated the relationship between core self-evaluations and leader emergence.

Lei Wang, SUNY at Buffalo

Submitted by Lei Wang, lw36@buffalo.edu

10-11 Understanding How Contract Workers Form and Respond to Justice Perceptions

Drawing from social identity and justice theories, this paper presents propositions that help explain (a) Who do contract workers compare themselves to when making equity comparisons?; (b) What do contract workers consider when making these comparisons?; and (c) How do contract workers respond to discrepancies in justice perceptions?

William Castellano, Rutgers University
Hui Liao, Rutgers University

Submitted by William Castellano, wcastell@rci.rutgers.edu

10-12 Leader–Subordinate Chronic Self-Concept Fit and Justice Perceptions

Self-concept refers to one's method of self-definition: individual, relational, or collective. Past research has demonstrated a link between one's self-concept and justice perceptions, but does the self-concept of one's supervisor also come into play? This study found that supervisor and subordinate self-concept interact to impact subordinate justice perceptions.

Boin Chang, University of Akron
Christie Cox, University of Akron
Stephanie Shively, University of Akron

Submitted by Boin Chang, bic1@uakron.edu

10-13 Why Does Procedural Justice Influence Citizenship Behavior?

This study examined 2 competitive motives, social exchange and social identity, on the procedural justice–organizational citizenship behaviors (OCBs) rela-tionship, using perceived organizational support and organizational identification as mediators. Results suggested that social identity motives may play a more important role in performing OCBs than suggested in previous research.

Jeewon Cho, Montclair State University
Darren Treadway, SUNY at Buffalo

Submitted by Jeewon Cho, jeewoncho@gmail.com

10-14 You, Me, or We? Identity and Unfair Treatment in Groups

This paper argues that individuals are affected most strongly by injustices they observe occurring to fellow group members when they are both members of a high-status group. In addition, the magnitude and strength of justice climate will influence whether injustice perceptions result in individual and collective affective and behavioral outcomes.

Caren Goldberg, George Washington University
Mark Clark, American University
Amy Henley, Kennesaw State University

Submitted by Mark Clark, mark.clark@american.edu

10-15 Applicant Reactions Within a Promotional Context: Theory and Future Direction

By reviewing relevant theory and highlighting key empirical findings, this paper serves to promote sound research dedicated to applicant reactions within a promotional context. Propositions are provided to guide evaluations of key processes that will likely emerge in the applicant reactions promotional context but not in entry selection.

Deborah Ford, Portland State University
Donald Truxillo, Portland State University
Talya Bauer, Portland State University

Submitted by Deborah Ford, dford@pdx.edu

10-16 Understanding Performance Appraisal Litigation: Does Justice Explain Wrongful Discharge Rulings?

This study used policy-capturing methodology to test whether distributive, procedural, and interactional justice characteristics associated with performance appraisal systems explained outcomes in 145 wrongful discharge cases at the federal district court level. Distributive and procedural justice both accounted for unique variance but interactional justice did not.

Chris Foster, United States Navy
Eric Dunleavy, DCI Consulting Group
James Campion, University of Houston
Karla Stuebing, University of Houston

Submitted by Chris Foster, thomas.foster@navy.mil

10-17 Justice in Memory: Changes in Justice Perceptions Over Time

This study examines the role memory plays in shaping justice perceptions over time. Results from a longitudinal laboratory sample demonstrate that memory influences the relationship among justice facets, that positive and negative events differentially persist in memory, and

that this has implications for both justice perceptions and outcomes over time.

Michael Bashshur, Universitat Pompeu Fabra
Irina Cojuharenco, Universidade Catolica Portuguesa
Ana Hernandez Baeza, University of Valencia
Submitted by Ana Hernandez Baeza, Ana.Hernandez@uv.es

10-18 The Impact of Self-Esteem Threat on Interactional Justice Behavior

Few studies have addressed antecedents of unfair interpersonal treatment. Using an experimental design, the hypothesis that self-esteem threat would impact managers' displays of interpersonal justice and informational justice toward a subordinate was tested. This hypothesis was, for the most part, supported. Limitations, implications, and future research directions will be discussed.

Camilla Holmvall, Saint Mary's University
Lianne Sarson, Saint Mary's University
Lori Francis, Saint Mary's University
Submitted by Camilla Holmvall, camilla.holmvall@smu.ca

10-19 The Mediating Effects of Overall Justice: A Longitudinal Investigation

This longitudinal study examined overall justice as a mediator of the relationships among specific justice dimensions, trait affect, and several important outcomes (e.g., commitment). Results suggest employees' ($n = 213$) overall justice perceptions mediated the effects of facet justice perceptions and trait affect on most of the outcomes examined.

Crystal Harold, Indiana University-Purdue University Indianapolis
Submitted by Brian Holtz, bholtz@purdue.edu

10-20 Earning Your Inducements: Contributions in a Psychological Contract

This study promised and delivered contributions in a psychological contract. Results testing 3 models, from justice, social exchange, and need fulfillment theories, show that satisfaction varies for deficiency, excess, and fulfillment and suggest that contributions are an important source of employee satisfaction consistent with the need fulfillment model.

Lisa Lambert, Georgia State University
John Bingham, Brigham Young University
Submitted by Lisa Lambert, lisalambert@gsu.edu

10-21 Curvilinear Effects of Locus of Control on Perceived Organizational Justice

Locus of control was investigated as the dispositional source of perceived organizational justice and nonlinear relationship between study variables. Results lend support that locus of control have curvilinear effects on justice perceptions. This pattern is observed longitudinally for internal and external locus of control and across all justice dimensions.

Aleksandra Luksyte, University of Houston
Christiane Spitzmueller, University of Frankfurt/University of Houston
Submitted by Aleksandra Luksyte, aluksyte@uh.edu

10-22 Perceptions of Distributive Justice: Egoistic or Egocentric?

The influence of egocentrism on judgments of distributive justice was examined. Results revealed that people tend to focus more on their own contribution than on the contribution of others when make ratings of distributive justice. This resulted in unfavorable outcomes being rated as fair outcomes at times.

Jeremy Burrus, University of Illinois
Krista Mattern, College Board
Submitted by Krista Mattern, kmattern@collegeboard.org

10-23 Contextual Variable in Fairness Theory: A Policy-Capturing Approach

Drawing on fairness theory, this study examined the importance of contextual variables in predicting perceived fairness of unfavorable outcomes that result from a mistake made by others. Policy-capturing analysis revealed that target's knowledge and expertise had the strongest effects on perceived fairness and that counterfactual thinking partially mediated these effects.

Jessica Nicklin, University at Albany-SUNY
Kevin Williams, University at Albany-SUNY
Submitted by Jessica Nicklin, jn0702@gmail.com

10-24 Politics, Justice, and Citizenship: Does Justice Make Workers More Considerate?

SEM was used to examine the mediating effects of interactional, procedural, and distributive justice on the relationship between organizational politics and OCBs. Data from 360 employees were used. The model demonstrated good fit for the data, although not all paths were significant. Theoretical and statistical considerations and limitations are discussed.

Ashley Nixon, University of South Florida
Erin Jackson, University of South Florida
Russell Johnson, University of South Florida
Chu-Hsiang Chang, University of South Florida
Christopher Rosen, University of Akron
Submitted by Ashley Nixon, aenixon@mail.usf.edu

10-25 Justice-Based Service Recovery for Double Deviations: An Experiment

This study manipulated interactional and distributive justice in single and double deviation service failures and measured satisfaction, loyalty, formal complaining, and negative word of mouth. Results suggested that double deviations significantly reduce satisfaction and loyalty and interactional but not distributive justice was necessary in the recovery effort.

Terri Shapiro, Hofstra University
Steve Burke, Hofstra University
Comila Shahani-Denning, Hofstra University
Nicole Andreoli, Parker Jewish Institute
Submitted by Terri Shapiro, terri.shapiro@hofstra.edu

10-26 The Relationships Between Leadership, Decision Making, and Organizational Justice

Participants read 4 vignettes and rated the portrayed managers on social and structural justice. The vignettes depicted managers using 2 decision-making approaches (comprehensive/restrictive) and 2 leadership styles (transformational/transaction). The decision making and leadership styles affected the justice ratings as predicted by theory.

Charles Tatum, National University
Richard Eberlin, RJE Consulting
Submitted by Charles Tatum, ctatum@nu.edu

10-27 Reactions to Inequity: The Role of Social Relationships at Work

Prior research suggests that equity is judged to be fairer and that there is no significant difference between advantageous and disadvantageous inequity. Research finds that considering the relationship between self- and comparison other provides different findings. Support for the mediating role of emotions in predicting fairness judgments is found.

Vijaya Venkataramani, Purdue University
Deidra Schleicher, Purdue University
Submitted by Vijaya Venkataramani, vvenkata@purdue.edu

10-28 Technology and Supplemental Readings Used in Undergraduate I-O Psychology

A survey completed by 80 instructors of undergraduate courses in I-O psychology included open-ended responses regarding the use of technology and assignment of supplemental readings to improve the learning experience of undergraduates in this context. Results, including concerns regarding technology, are shared and discussed.

Robert Brill, Moravian College
Laura Sahlendar, Moravian College
Submitted by Robert Brill, brillr@moravian.edu

10-29 Able But Not Willing? Teamwork Aptitude and Interest Meet Head-On

In student teams, teamwork aptitude was negatively related to teamwork interest and satisfaction with groups' project success. Teamwork aptitude was unrelated to overall satisfaction at the team level. These unexpected results from an ongoing study of student teams suggest student teams should be carefully monitored and trained.

Janet Kottke, California State University-San Bernardino
Submitted by Janet Kottke, jkottke@csusb.edu

10-30 Quantitative Examination of Trends in I-O Psychology 2001–2005

New research literature analysis software was used to extract the top 250 articles cited by the I-O literature. These were categorized as industrial, organizational, industrial-organizational, methodological and statistical, or other by the judgments of 3 raters. Top-20 lists in each area were extracted, and implications are discussed.

Richard Landers, University of Minnesota
Submitted by Richard Landers, rlanders@umn.edu

10-31 Laying Down the Law: Educating Undergraduates on Employment Legal Issues

Strategies for engaging undergraduate students in the study of legal issues in employment decision making are reviewed and discussed. The review is grounded in the literature on training transfer and retention. It is argued that educating undergraduates on these important topics is a critical part of the mission of I-O psychology.

Travis Tubre', University of Wisconsin-River Falls
Satoris Youngcourt, Kansas State University
Shawn Post-Priller, University of Wisconsin-River Falls
Submitted by Travis Tubre', travis.tubre@uwrf.edu

10-32 Teaching Psychology in the Work Context

It is important for students to see the bigger picture of psychological phenomena than what is generally presented in an introductory I-O class so they can then apply it to other situations. A method of using supplemental readings of classic studies is suggested.

Katherine Wiegand, Georgia Gwinnett College
Submitted by Katherine Wiegand, kwiegand@ggc.usg.edu

11. Symposium/Forum: 10:30 AM–11:50 AM Imperial A

Multiple Perspectives on Retaining and Engaging Employees During Organizational Transitions

How do you retain and engage needed employees to function at desired levels of performance when an organization has announced it is merging, downsizing, restructuring, closing, or going through a similar major transition? This symposium presents insights based on research and experience from empirical, conceptual, and practitioner perspectives.

Mitchell L. Marks, San Francisco State University, *Chair*
Jack W. Wiley, Kenexa Research Institute, *Effects of Mergers and Acquisitions on Employee Retention and Engagement*
Mitchell L. Marks, San Francisco State University, *Facilitating Employee Adaptation to Difficult Organizational Transitions*
Melanie Podsaidlo, RHR International, *Challenges of Coaching Executives Who Are Retention Risks in Organizations*
Kenneth De Meuse, Lominger International: A Korn/Ferry Company, *Discussant*

Submitted by Mitchell Marks, marks@sfsu.edu

12. Symposium/Forum: 10:30 AM–11:20 AM Imperial B

Moving the Culture Needle: A How-To Discussion
The role of organizational culture has become increasingly salient during the last 20–25 years. This symposium will describe both internally and externally driven

strategies for reshaping organizational culture such that it contributes to achievement of business goals.

Liana Knudsen, Dell Computer, Brandy Orebaugh Agnew, Dell Inc., Mark Harris, Dell, *Dell 2.0: Organizational Transformation and Culture Change*

Kimberly S. Steffensmeier, Valero Energy Corporation, *Using Personality and Job Analysis Information to Target Developmental Changes*

Ryan Ross, Hogan Assessment Systems, Nicole R. Bourdeau, Hogan Assessment Systems, *Beyond "Fit": Using Culture to Drive Success*

Robert T. Hogan, Hogan Assessment Systems, *Discussant*

Submitted by Brandy Agnew, Brandy_Agnew@Dell.com

13. Symposium/Forum: 10:30 AM–11:50 AM
Yosemite A

Cultural Influences in Global Testing: Holistic Approach to Inference Validity

This symposium integrates and extends recent thinking in global testing to offer a holistic perspective on the area. We recognize the complexity of culture and distinguish 4 areas of predictors (selection tests) and criteria (job performance) that culture impacts: language, conceptualization of the construct, response tendencies, and applicant reactions.

Martin Lanik, Development Dimensions International, *Chair*

Joseph A. Jones, Development Dimensions International, *Chair*

Tara Myers, CorVirtus, John Szypula, CorVirtus, D. Apryl Rogers Brodersen, CorVirtus, *Core Organizational Values: Can They Transcend Culture?*

Dave Bartram, SHL Group PLC, *Culture and Language: An Exploration of Personality Across 19 Countries*

Angela K. Pratt, Procter & Gamble, Andrew Michael Biga, Procter & Gamble, Robert E. Gibby, Procter & Gamble, Jennifer L. Irwin, Procter & Gamble, *Cultural Influences on Global Biographical Data Instruments*

Jill S. Budden, Development Dimensions International, Laurie E. Wasko, Development Dimensions International, Jeanné Makiney, Development Dimensions International, *Test Perceptions Across Cultures: Construct Equivalence and Outcomes*

Joseph A. Jones, Development Dimensions International, Martin Lanik, Development Dimensions International, *The Impact of Culture on Job Performance Measurement*

Submitted by Martin Lanik, martin.lanik@ddiworld.com

14. Symposium/Forum: 10:30 AM–11:50 AM
Yosemite B

Complex Problems, Simple Solutions: Contemporary Research in Applicant-Faking Behavior

Previous research relied on relatively simple definitions of faking behavior. However, contemporary research has revealed that applicant faking is a complex interaction of applicant characteristics, measurement methods, cognitive biases, and situational demands. This symposium presents research that demonstrates this complexity and proposes new methods to detect and deter faking behavior.

Richard L. Griffith, Florida Institute of Technology, *Chair*

Mitchell H. Peterson, Florida Institute of Technology, *Chair*

Katherine Wolford, Bowling Green State University, Neil D. Christiansen, Central Michigan University, *Effects of Self-Coaching on Faking of Personality Tests*

Patrick D. Converse, Florida Institute of Technology, Mitchell H. Peterson, Florida Institute of Technology, Richard L. Griffith, Florida Institute of Technology, *Faking on Personality Measures: Implications for Selection Involving Multiple Predictors*

Richard L. Griffith, Florida Institute of Technology, Mitchell H. Peterson, Florida Institute of Technology, Amanda L. Evans, CraftSystems, Douglas Waldo, CraftSystems, Joshua Quist, Florida Institute of Technology, Ashley Benda, Florida Institute of Technology, *Faking the Personality Profile: Easier Said Than Done*

Nathan R. Kuncel, University of Minnesota, Tom Kiger, University of Minnesota, Matthew J. Borneman, University of Minnesota, Brian S. Connelly, University of Minnesota, *Faking Detection Using Two Examinations of Idiosyncratic Response Patterns*

Chet Robie, Wilfrid Laurier University, *Discussant*

Submitted by Mitchell Peterson, mpeterso@fit.edu

15. Symposium/Forum: 10:30 AM–11:50 AM
Yosemite C

Exploring Linkages Between Diversity and Work–Family Research

Research discussed in this session demonstrates that our understanding of the work–family interface is enhanced through taking diversity into account. In addition, workplace inclusiveness with regard to diversity is linked to positive work–family outcomes, such as work–family enrichment and positive spillover. Gender and ethnic diversity are highlighted.

Debra A. Major, Old Dominion University, *Chair*

Rebekah A. Cardenas, Self-employed, Debra A. Major, Old Dominion University, *An Inclusive Environment's Impact on the Work–Family Interface*

Eden B. King, George Mason University, Whitney E. Botsford, George Mason University, Ann H. Huffman, Northern Arizona University, Michelle (Mikki) Hebl, Rice University, *Work, Family, and Organizational Advancement*

Emily David, University of Houston, L. A. Witt, University of Houston, Derek R. Avery, University of Houston, Dawn S. Carlson, Baylor University, *Peer Influences on Family-to-Work Enrichment*

Teresa J. Rothausen-Vange, University of St. Thomas, *Causes of Turnover Related to Diversity and Family Demands*

Submitted by Debra Major, dmajor@odu.edu

16. Roundtable Discussion/Conversation Hour: 11:00 AM–12:20 PM
Continental 1

TIP-TOPics for Students Presents: Sticky Situations in Graduate School

This session focuses on ethical dilemmas encountered during graduate school. The goal of this student-led discussion is to encourage candid discussion of difficult ethical issues. Participants are encouraged to anonymously contribute their own ethical dilemmas/questions to the

discussion. Conversation topics will include relationships, research, competence, and reporting violations.

Amy DuVernet, North Carolina State University, **Host**
Reanna M. Poncheri, North Carolina State/Surface, Ward, & Assoc., **Host**
Clara E. Hess, North Carolina State University, **Host**
Jennifer T. Lindberg, North Carolina State University, **Host**
Jane A. Vignovic, North Carolina State University, **Host**
Tara S. Behrend, North Carolina State University, **Host**

Submitted by Amy DuVernet, amyduv@gmail.com

17. Panel Discussion: 11:00 AM–12:20 PM Continental 2

Coaching Women Leaders: Evolutions in Audience, Issues, and Approaches

A diverse panel of experienced coaches draws upon experience to discuss issues associated with coaching women leaders. The session is expected to increase understanding of the coaching needs of women leaders, the organizational initiatives that support women's leadership, and stimulate insights and dialogue that will enhance practice and research.

Carol W. Timmreck, The Timmreck Group, **Chair**
David B. Peterson, Personnel Decisions International, **Panelist**
Doug Riddle, Center for Creative Leadership, **Panelist**
Anna Marie Valerio, Executive Leadership Strategies, **Panelist**
Randall P. White, Executive Development Group, **Panelist**

Submitted by Carol Timmreck, caroltimmreck@comcast.net

18. Panel Discussion: 11:00 AM–11:50 AM Continental 3

Helping Organizations Who Help Others: Making a Difference With I-O

Adult volunteerism is on the upswing, yet it is not clear whether nonprofit organizations are fully benefiting from the professional skills of volunteers. I-O psychologists offer unique and valuable skills for improving nonprofit functioning. Panelists will discuss their experiences applying I-O psychology to improve nonprofit practices.

Laura L. Koppes, University of West Florida, **Chair**
Julie B. Olson-Buchanan, California State University-Fresno, **Panelist**
Rick R. Jacobs, Pennsylvania State University, **Panelist**
Steven G. Rogelberg, University of North Carolina Charlotte, **Panelist**
Adam C. Bandelli, University of South Florida, **Panelist**
James Schmidtke, California State University, Fresno, **Panelist**

Submitted by Julie Olson-Buchanan, julie_olson@csufresno.edu

19. Symposium/Forum: 11:00 AM–12:20 PM Continental 4

Leadership Development Along the Pipeline: Design, Development, and Integration

Leadership development may seem a standard solution to a standard problem: Developing great leaders at all levels that can engage employees. In this forum, per-spectives from 4 industries will present unique and common approaches to leadership development and offer recommendations for practitioners.

MaryBeth Mongillo, Dell Inc., **Chair**
Sarah Bodner, American Electric Power, **Targeted Development at American Electric Power**
Suzanne Farmer, Catalyst International, Ann E. Ortiz, Catalyst International, **Building a Successful Long-Term Executive Development Program**
Jennifer Hutcheson, Dell, Inc., **Building Front-Line Leadership Capability at Dell Inc.**
MaryBeth Mongillo, Dell Inc., **Dell's Leadership Development Process**

Submitted by MaryBeth Mongillo, MaryBeth_Mongillo@Dell.com

20. Symposium/Forum: 11:00 AM–12:20 PM Continental 5

Measuring Emotional Intelligence: How and Why?

Industrial psychologists review several considerations in assessing the popular but controversial concept of emotional intelligence (EI). Presentations address both ability-based and self-report EI measures, scoring procedures, discriminant validity, applicant reactions, faking, and the future of EI research.

Dana Rhodes, Texas A&M University, **Chair**
Daniel A. Newman, Texas A&M University, **Chair**
Jeffrey M. Conte, San Diego State University, Michelle A. Dean, San Diego State University, **An Overview and Update on the Measurement of Emotional Intelligence**
Stephan Dilchert, University of Minnesota, Deniz S. Ones, University of Minnesota, **Scoring Methods for Ability-Based Emotional Intelligence Inventories**
Dana Rhodes, Texas A&M University, Daniel A. Newman, Texas A&M University, **Discriminant Validity of Self-Reported Emotional Intelligence: A Multitrait–Multimethod Study**
Daniel S. Whitman, Florida International University, David L. Van Rooy, Marriott International, Chockalingam Viswesvaran, Florida International University, Eyran Kraus, City of Miami, **Examining Self-Injurious Perceptions of Personnel Selection Procedures**
Peter J. Jordan, Griffith University, Neal M. Ashkanasy, University of Queensland, **The Future of Emotional Intelligence Testing: Where to From Here?**
Kevin R. Murphy, Pennsylvania State University, **Discussant**

Submitted by Daniel Newman, d5n@tamu.edu

21. Master Tutorial: 11:00 AM–12:50 PM Continental 6
Two (2) CE credits for attending! Register at the session.

Multilevel Modeling: Application to Cross-Sectional and Longitudinal Designs

Random coefficient models have been examined in areas from biostatistics to sociology, with a substantive increase in the last decade (concomitant with software development) for testing such multilevel models. This tutorial will detail the rudiments of mixed models using statistical, multilevel, and SEM software for both cross-sectional and longitudinal designs.

Dale Glaser, Glaser Consulting

Submitted by Dale Glaser, glaserconsult@sbcglobal.net

22. Interactive Posters: 11:30 AM–12:20 PM
Executive Board Room

Stop Going to Work: Telecommuting and Telework

22-1 Telecommuting and Job Satisfaction: Investigation of Work–Life Balance and Workaholism

This study examines the interrelations between telecommuting, job satisfaction, work–life balance, and workaholism among 85 telecommuters. A curvilinear relation between telecommuting and job satisfaction was found, and it was also found that work–life balance moderates the linear but not curvilinear relation between telecommuting and job satisfaction.

Kristi Arrington, San Jose State University
Meghna Virick, San Jose State University
Nancy Da Silva, San Jose State University

Submitted by Nancy Da Silva, ndasilva@email.sjsu.edu

22-2 Investigating Work/Home Segmentation, Telework, Organizational Commitment and Turnover Intentions

This paper investigated telework as an intervening variable between segmentation preferences/supplies and job outcomes. Results from a survey of 459 people indicate that segmentation preferences/supplies are related to commitment and turnover intentions, and that extent of telework partially mediates the relationship between work-from-home segmentation preference and commitment.

Timothy Golden, Rensselaer Polytechnic Institute
Carrie Bulger, Quinnipiac University
Mark Hoffman, Quinnipiac University

Submitted by Timothy Golden, goldent@rpi.edu

22-3 The Influence of Telework on Work–Family Balance and Job Performance

Using a sample of 178 employees, this study tested the extent to which work-to-family and family-to-work conflict/facilitation mediate the relationship between the extent of teleworking and job performance. Contrary to popular belief, teleworking was not significantly related to the work–family constructs tested nor was it related to supervisor ratings of performance.

Jaime Henning, Eastern Kentucky University
Stephanie Payne, Texas A&M University
Ann Huffman, Northern Arizona University

Submitted by Jaime Henning, Jaime.Henning@eku.edu

22-4 A Meta-Analysis of the Effects of Telecommuting on Employee Outcomes

The purpose of this meta-analytic study was to examine the effect of a telecommuting work arrangement on employees' perceptions of individual-level work outcomes, nonwork outcomes, and job characteristics. Overall, the study suggests that telecommuting is associated with several positive outcomes for employees.

Levi Nieminen, Wayne State University
Madhura Chakrabarti, Wayne State University
Tara McClure, Wayne State University
Boris Baltes, Wayne State University

Submitted by Levi Nieminen, levi.nieminen@gmail.com

23. Poster Session: 11:30 AM–12:20 PM
Grand Ballroom B

Counterproductive Behavior/Workplace Deviance/Innovation/Creativity

23-1 Follower Undermining of Leaders in the Workplace

This paper presents and tests a model of upward undermining in the workplace. As hypothesized, perceived organizational support, negative affect, and core self-evaluations were associated with follower undermining of their leaders. Further, follower undermining behaviors (spreading rumors, reducing contributions) were associated with increased relational conflict between leaders and followers.

Marie Dasborough, Oklahoma State University
Paul Harvey, University of New Hampshire
Paul Stillman, Cornell University

Submitted by Marie Dasborough, m.dasborough@okstate.edu

23-2 Dishonest Behavior: The Impact of Self-Regulatory Resource Depletion and Personality

This study examined how self-regulatory resource depletion and personality contribute to organizationally relevant dishonest behavior. Participants completed personality measures, a depleting or nondepleting task, and then were compensated for working alone until the end of the experiment. Results indicated that depletion and personality contributed to leaving the experiment early.

Tomer Gotlib, Florida Institute of Technology

Submitted by Tomer Gotlib, tgotilb@fit.edu

23-3 Perceptions of Counterproductive Work Behavior and Organizational Citizenship Behavior Situations

This measurement development study explored employee perceptions of situations involving potential deviant or altruistic behaviors. Persons reporting a greater likelihood of CWB saw it as more socially acceptable and less risky; persons likely to engage in OCB saw their behavior as socially desirable, equitable, and involving fewer costs.

Debra Donnelly, University of Akron
Destinee Coughenour-Cahoon, University of Akron
Rosalie Hall, University of Akron
Charmane Harrison, University of Akron

Submitted by Charmane Harrison, clh66@uakron.edu

23-4 Liar, Liar: Examining Background Checks and Applicants Who Fail Them

This study examined individuals who fail background checks in order to develop a profile that may aid in initial screenings. To establish this profile, the study started with a well-accepted theory of criminal behavior. A discriminant analysis demonstrated the profile correctly categorized which applicants failed.

Joshua Isaacson, Florida Institute of Technology
Kristi-Anna Wilson, Florida Institute of Technology
Richard Griffith, Florida Institute of Technology
Mei-Chuan Kung, Select International, Inc.
Amie Lawrence, Select International, Inc.
Submitted by Joshua Isaacson, jisaacso@fit.edu

23-5 Negative Emotions, Core Self-Evaluations, and Counterproductive Work Behaviors

This study was conducted to investigate negative emotions (envy and jealousy) and core self-evaluations as correlates of counterproductive work behaviors (CWB) in a Romanian sample. Results show that negative emotions and core self-evaluations are associated with CWB. Core-self evaluations moderated the relationship between job satisfaction and CWB.

Dan Ispas, University of South Florida
Alexandra Ilie, University of South Florida
Submitted by Dan Ispas, dispas@gmail.com

23-6 Examining Motives for Whistle Blowing by Utilizing a Qualitative Methodology

By utilizing a qualitative approach, this study examined a variety of situations in which wrongdoing occurs and possible motives for whistleblowing or not. This study's results illustrated motives never before reported in the whistle-blowing literature of why some individuals decide to whistleblow and others do not.

Rachel Johnson, Colorado State University
Submitted by Rachel Johnson, rachel.johnson@colostate.edu

23-7 Interactional Justice and Incivility: Task-Interdependence/Job-Related Self-Efficacy as Moderators

This study tested the relationship between interactional justice and incivility with task interdependence and job-related self-efficacy as moderators. Data were collected from 657 working professionals. The inverse relationship between interactional justice and incivility was stronger for those high on task interdependence and job-related self-efficacy.

Jason Kain, Bowling Green State University
Steve Jex, Bowling Green State University
Olga Clark, University of Hartford
Jennifer Burnfield-Geimer, HumRRO
Submitted by Jason Kain, jmkain@bgsu.edu

23-8 Workplace Aggression: A Test of the Vulnerability Hypothesis

Both workplace violence and workplace aggression have adverse consequences for individual well-being. Based on data from 174 city bus drivers, exposure to workplace violence exacerbated the impact of nonphysical aggression on well-being. Results are consistent with previous research on traumatic exposure.

Michael Teed, St. Mary's University
E. Kevin Kelloway, St. Mary's University
Aaron Schat, McMaster University
Submitted by E. Kevin Kelloway, kevin.kelloway@smu.ca

23-9 Is Machiavellianianism Inherently Bad? A Reexamination of Previously Held Views

Machiavellianism has been traditionally viewed as a personality variable that leads to negative workplace outcomes. However, evidence depicts this view of Machiavellians as overly simplified. By using a multi-faceted conceptualization of Machiavellianism, it is shown that Machiavellianism can lead to both OCB and CWB, moderated by gender.

Stacey Kessler, Montclair State University
Kimberly O'Brien, University of South Florida
Paul Spector, University of South Florida
Adam Bandelli, University of South Florida
Walter Borman, Personnel Decisions Research Institutes and University of South Florida
Carnot Nelson, University of South Florida
Lisa Penney, University of Houston
Submitted by Stacey Kessler, stacey9815@aol.com

23-10 An Exploratory Study of Perceived Flaming Behaviors in Asia

This study explores what individuals perceive as e-mail flaming behavior and whether contextual factors affect this perception. Results revealed that e-mails containing indecent content and/or negative statements directed at the recipient or others are perceived as flames and contextual factors do affect perception. Implications of our findings are discussed.

Angeline Lim, National University of Singapore
Marilyn Uy, University of Colorado
Vivien K. G. Lim, National University of Singapore
Submitted by Angeline Lim, angeline.deandria@gmail.com

23-11 The Relationship of GMA to Counterproductive Work Behavior Revisited

We examined sample homogeneity and criterion measurement as 2 possible explanations for previously inconsistent findings on GMA–CWB relationships. In Study 1, GMA was unrelated to self-reported CWB in occupationally homogeneous samples. Study 2 found GMA partially related to objectively measured but not self-reported CWB. Criterion measurement appears crucial.

Uwe Wagner, Chemnitz University of Technology
Amanda Poole, University of Western Ontario
Deborah Powell, University of Western Ontario
Julie Carswell, Sigma Assessment Systems, Inc.

Submitted by Bernd Marcus, Bernd.Marcus@FernUni-Hagen.de

23-12 The Effects of Intra-Workgroup Incivility: Does Group Identification Matter?

This study examined the relationship between intra-workgroup incivility and outcomes as a function of group identification. Respondents included employees of a property management organization. Results showed that low identifiers experienced a decrease in job satisfaction and psychological well-being when they were targets of incivility, but high identifiers were unaffected.

Debbie Lee, Western Kentucky University
Whitney Reed, Anderson University
Kathi Miner-Rubino, Western Kentucky University

Submitted by Kathi Miner-Rubino, kathi.miner-rubino@wku.edu

23-13 Perceiving Abuse in Supervisory Aggression: Actor-Target Interaction Effects

Although targets of work abuse, bullying, and aggression have identified sources, incidents, and reactions, little research has examined factors that may shape these subjective responses. This study investigates the impact of actor age, gender, and ethnicity and target gender on perceptions of abuse in 4 types of aggressive behavior.

Philip Moberg, Northern Kentucky University
Emily Crabtree, Northern Kentucky University

Submitted by Philip Moberg, mobergp1@nku.edu

23-14 The Interaction Effects of Extraversion and Honesty–Humility on Workplace Deviance

This study tested the moderation effect of Extraversion on the H–workplace deviance relationship across samples for 3 cultures. The results provided support for the posited moderation only in 2 samples, such that high Extraversion is likely to amplify the anti-organizational and counterproductive manifestation of low H.

In-Sue Oh, University of Iowa
Kibeom Lee, University of Calgary
Michael Ashton, Brock University

Submitted by In-Sue Oh, in-sue-oh@uiowa.edu

23-15 Emotional Intelligence–Counterproductive Work Behavior Relation: Does EI Have a "Dark Side"?

This study investigated the relation between trait-based emotional intelligence (EI) and counterproductive work behavior (CWB) and also attempted to elucidate a "dark side" of EI by exploring personality moderators. As predicted, EI was negatively related to CWB. Results also indicated that EI may act as a buffer against engaging in CWB.

Amanda Poole, University of Western Ontario
Julie Carswell, Sigma Assessment Systems, Inc.

Rhys Lewis, University of Western Ontario
Deborah Powell, Saint Mary's University
Bernd Marcus, University of Western Ontario

Submitted by Amanda Poole, aepoole@uwo.ca

23-16 Does Integrity Predict Safety? Results From a Test Validation Study

This paper describes the creation and validation of an integrity test designed specifically to predict employee safety behaviors in addition to other counterproductive work behaviors and job performance. Overall, the results suggest that both safety-specific and general personality-oriented integrity scales predict employee safety behavior, particularly in production environments.

Bennett Postlethwaite, University of Iowa
In-Sue Oh, University of Iowa
Tamera McKinniss, ACT, Inc
Alex Casillas, ACT, Inc.
Steve Robbins, ACT, Inc.

Submitted by Bennett Postlethwaite,
　　bennett-postlethwaite@ uiowa.edu

23-17 Defining and Measuring the Occurrence of Hostility in the Workplace

The harmful workplace behavior field, although new, is fragmented. This paper sought to correct this by developing a scale that is a combination of similar, but previously distinct, concepts. This new scale is comprehensive and based off of an intensive review of the literature. The scale has adequate reliability.

Meridith Selden, Gallaudet University
Ronald Downey, Kansas State University

Submitted by Meridith Selden, meridith.selden@gallaudet.edu

23-18 Personality, Motivational, and Behavioral Antecedents to Counterproductive Work Behavior

This study examined the relationships among psychological needs, motivation styles, academic dishonesty, and counterproductive work behavior (CWB). Competence and relatedness needs, introjected and identified motivation styles, and cheating behavior significantly predicted CWB. Identified and introjected motivation styles were identified as moderators of the relationship between basic psychological need and CWB.

Renee Vincent, Missouri State University
Carol Shoptaugh, Missouri State University
Arden Miller, Missouri State University

Submitted by Carol Shoptaugh, carolshoptaugh@missouristate.edu

23-19 Counterproductive Work Behavior: The Roles of Social Influence and Exposure

This study addresses the lack of empirical evidence about the effect of social influence and exposure on counterproductive behavior, identifying positive relationships between both social influence and exposure to deviance with engagement in counterproductive work behavior, and detecting moderating roles of both justice and likelihood of being caught.

Lauren Blackwell, University of Oklahoma
Lori Snyder, University of Oklahoma
Darin Nei, University of Oklahoma
Felicia Mokuolu, University of Oklahoma
Submitted by Lori Snyder, lsnyder@psychology.ou.edu

23-20 Workplace Harassment and Job Satisfaction

Research on workplace harassment in predicting job satisfaction beyond other antecedents is limited. This study finds support for the hypothesis that workplace harassment explains incremental variance in job satisfaction when controlling for job characteristics and role variables. In addition, supervisor harassment has stronger incremental validity than coworker harassment.

Qiang Wang, Wright State University
Nathan Bowling, Wright State University
Submitted by Qiang Wang, talenttree@gmail.com

23-21 Lateness to Meetings in the Workplace

The phenomenon of lateness to meetings within a workplace context was examined to determine the extent of its occurrence and those factors that may influence individual tendencies toward lateness to meetings. Both individual and contextual factors were shown to influence lateness to meetings.

Jason Williams, Self Employed
Steven Rogelberg, University of North Carolina Charlotte
Submitted by Jason Williams, jwilliams33@charter.net

23-22 Source Effects in the Experience of Workplace Bullying

This study examined the impact of perpetrator source (i.e., supervisor, coworker, or customer) on the relationship between workplace bullying and health-related and organizational outcomes. Supervisors were found to be the most frequent perpetrators of the measured bullying behaviors, and each of the 3 sources impacted the outcomes uniquely.

Jennifer Nicol, University of Calgary
Chelsea Willness, University of Calgary
Submitted by Chelsea Willness, willness@ucalgary.ca

23-23 Temporal Orientation and Time Pressure Effects on Creative Thinking Processes

The influence of time on creativity may be due to its effects on the cognitive processes underlying creative thought. The effects of temporal orientation and time pressure on cognitive processes and subsequent problem solutions to a social innovation problem were examined. The results revealed complex, process-specific effects.

Alison Antes, University of Oklahoma
Michael Mumford, University of Oklahoma
Submitted by Alison Antes, aantes@psychology.ou.edu

23-24 The Effects of Introducing Conflicting Information During Creative Thought

Studies of creativity often evaluate specific phenomena in isolation. This, however, is not representative of the real world where intervening events, such as the introduction of new, conflicting information, may occur. This study sought to evaluate the effects of introducing conflicting information during different stages of the creative thought process.

Tamara Friedrich, University of Oklahoma
Michael Mumford, University of Oklahoma
Submitted by Tamara Friedrich, tfriedrich@psychology.ou.edu

23-25 Environmental Scouting, Positive Emotions, and Creativity at Work

Drawing upon recent research in emotions, this paper examines emotionality as a moderator of the relationship between environmental scanning and creativity at work. Results from a field study suggest support for main effects of externally focused scanning and positive emotionality on other rated creativity.

Kimberly Jaussi, Binghamton University
Janaki Gooty, Okahoma State University
Amy Randel, San Diego State University
Submitted by Kimberly Jaussi, kjaussi@binghamton.edu

23-26 The Role of Means Efficacy When Predicting Creative Performance

Building upon Eden's (2001) assertion that self-efficacy is an insufficient explanation for self-regulated behavior as it does not address means efficacy or the level of confidence employees have in the resources afforded to them, this study demonstrated that means efficacy significantly related to the creative performance of 124 student organization Webmasters.

Aneika Simmons, Texas A&M University
Stephanie Payne, Texas A&M University
Matthew Pariyothorn, Texas A&M University
Submitted by Stephanie Payne, scp@psyc.tamu.edu

23-27 Testing the Creativity Process: Construct Relations and Occupational Occurence

A new creativity test has been developed based on a creative process model. This study aims at validating the instrument: Construct validity is ascertained by relating it to convergent and discriminant (non)cognitive constructs. Moreover, the test is administered to 6 occupation groups to analyze their potentially different ability levels.

Heinz Schuler, University of Hohenheim
Julia Winzen, Hohenheim University
Petra Golléri, Hohenheim University
Yvonne Goerlich, Hohenheim University
Submitted by Heinz Schuler, schuler@uni-hohenheim.de

23-28 Motivated to Create: Considering Creative Self-Efficacy and Job Attributes

This study was conducted to test the mediating effect of creativity intrinsic motivation on the associations of cre-

ative self-efficacy, job complexity, and job impact with employee creative performance in a field setting. Results support such a mediating role of intrinsic motivation for the self-efficacy and job impact variables.

Pamela Tierney, Portland State University

Submitted by Pamela Tierney, pamt@sba.pdx.edu

23-29 Emotional Climates and the Innovation Process in Teams

This paper compares the influence of an emotional climate of joy and an emotional climate of fear on the innovation process, based on Farr, Sin, and Tesluk's (2003) input–process–outcome model of team creativity and innovation. The role of the intensity of emotion is addressed.

Veronique Tran, ESCP-EAP (European School of Management)

Submitted by Veronique Tran, vtran@escp-eap.net

23-30 Teachers' Entrepreneurial Behavior: Adopting a Competency-Based Framework for Entrepreneurship

Adopting a competency-based framework, this study investigated which entrepreneurial competencies are related to teachers' entrepreneurial behavior. The data partially supported the model: Entrepreneurial knowledge, career adaptability, creative thinking, and networking skills were significant predictors of entrepreneurial behavior. Together, the findings provide useful implications for future research and schools.

Marieke Schipper, Tilburg University
Karen Van Dam, Tilburg University
Piety Runhaar, KPC Group

Submitted by Karen Van Dam, K.vanDam@uvt.nl

23-31 Towards a Model for Understanding Teachers' Innovative Behavior

This study aimed to better understand teachers' innovative behavior by investigating individual and situational factors that might facilitate this behavior. Data of 1,124 primary school teachers revealed that innovative climate and job responsibilities were related to innovative behavior both directly and indirectly, through teachers' role-expectations and role breadth self-efficacy.

Karen Van Dam, Tilburg University
Renee van Dam, Tilburg University

Submitted by Karen Van Dam, K.vanDam@uvt.nl

23-32 The Curvilinear Relationship Between Role Ambiguity and Creativity

This study explores the relationship between role ambiguity and creativity. Based on cognitive self-regulation theory, it is hypothesized that there is a curvilinear relationship between role ambiguity and creativity with the moderate amount of role ambiguity the most conducive to work creativity; tolerance of ambiguity moderates such curvilinear relation.

Shuhong Wang, University of Illinois at Urbana-Champaign
Xiaomeng Zhang, American University

Submitted by Shuhong Wang, swang30@uiuc.edu

24. Panel Discussion: 11:30 AM–12:50 PM
Imperial A

Adverse Impact, Practical Significance, and Validation Evidence: Issues and Options

Calculating adverse impact in high-volume selection settings has grown increasingly complex. Meanwhile, agency trends indicate increasing scrutiny and more questions than answers regarding satisfactory forms of validation evidence. This panel session examines the issues associated with adverse impact, practical significance, and options for establishing acceptable validity evidence.

Ren Nygren, Development Dimensions International, *Chair*
Scott B. Morris, Illinois Institute of Technology, *Panelist*
Stacia J. Familo-Hopek, UPS, *Panelist*
Mark J. Schmit, APT, Inc., *Panelist*
Douglas H. Reynolds, Development Dimensions International, *Panelist*

Submitted by Ren Nygren, ren.nygren@ddiworld.com

25. Symposium/Forum: 11:30 AM–12:50 PM
Imperial B

Cutting-Edge Talent Management Practices in Organizations

This practitioner forum shares how 4 organizations—PepsiCo, Dell, Bristol-Myers Squibb and Microsoft—have modified, enhanced, and in some cases transformed their talent management practices to better support execution of business strategies. Business challenges, cutting-edge talent management practices, implementation approaches, and lessons learned will be discussed.

Suzan L. McDaniel, Bristol-Myers Squibb, *Chair*
Allan H. Church, PepsiCo, *We Can Rebuild It: Making Talent Management Better, Stronger, Faster*
Lucy H. Dahl, Dell Inc., *Transforming Talent Management at Dell*
Suzan L. McDaniel, Bristol-Myers Squibb, *Journey of Talent and Succession Management and Keys to Success*
Pradnya T. Parasher, Microsoft Corporation, Marsha L. Bewley, Microsoft Corporation, *Global Integration of Talent Management Practices: View From the Trenches*

Submitted by Suzan McDaniel, suzan.mcdaniel@bms.com

**26. Panel Discussion: 12:00 PM–1:20 PM
Continental 3**

Leveraging Employee Survey Measures During Transformation: What Is Working?
The panel will discuss how measures of engagement, alignment, and other dimensions are applied when organizations undergo significant transformations (cultural change, mergers, globalization). What methods and measures have an impact before, during, and after major transformations? How valuable are such activities given the costs and effort required?

Jerry Seibert, Metrus Group, Inc., *Chair*
William A. Schiemann, Metrus Group, Inc., *Panelist*
William H. Macey, Valtera, *Panelist*
Mark H. Blankenship, Jack in the Box, Inc., *Panelist*
Steve Ginsburgh, Universal Weather and Aviation, Inc., *Panelist*
Steven Cardoze, GlaxoSmithKline, *Panelist*

Submitted by William Schiemann, wschiemann@metrus.com

**27. Symposium/Forum: 12:00 PM–1:20 PM
Continental 7**

Optimizing HR: Tracking the Return on Investments in People
An evidence-based technique for optimizing return on investment in human resource programs is presented. This total rewards optimization approach applies conjoint surveys and rigorous analytics to the question of what mix of programs will engage employees at an optimal cost to the business. Case examples from 2 organizations are presented.

Kelly R. Harkcom, Towers Perrin-ISR, *Chair*
Ken Oehler, Towers Perrin-ISR, *Total Rewards Optimization: Maximizing the Return on People Investments*
Alan L. Colquitt, Eli Lilly & Company, *Total Rewards at Eli Lilly and Company: Applying TRO*
Darryl Roberts, Towers Perrin-ISR, *Optimizing Rewards and Benefits at a Leading Financial Services Firm*
Tom Davenport, Towers Perrin, *Discussant*

Submitted by Kelly Harkcom, kelly.harkcom@isrinsight.com

**28. Panel Discussion: 12:00 PM–1:20 PM
Continental 8**

Comparison of Closed Versus Open Succession Management Processes in Organizations
Succession management has always been one of the most mysterious programs in many organizations. This panel discussion will focus on the pros and cons of discreet versus open processes for conducting succession management. This session will be informative for practitioners and students who are interested in this rarely discussed topic.

Fung (John) M. Chan, Successfactors, *Chair*
Miya Maysent, Valero Energy Corporation, *Panelist*
Tim Sheahan, Lehman Brothers, *Panelist*
Jay H. Steffensmeier, Zachry Construction Corporation, *Panelist*

Submitted by Fung (John) Chan, jchan@successfactors.com

Indicates Thursday Theme Track Session.

**29. Symposium/Forum: 12:00 PM–1:50 PM
Continental 9**

New Perspectives on Individual Differences in Work–Family Research
Recent reviews of the work–family literature have taken notice of the lack of studies focusing on individual differences. This symposium addresses the call for more research on individual differences by providing 4 empirical studies that extend our understanding of individual differences as well as understudied populations in work–family research.

Marcus M. Butts, University of Georgia, *Chair*
Wendy J. Casper, University of Texas at Arlington, *Chair*
Kristen M. Shockley, University of South Florida, Tammy D. Allen, University of South Florida, *Understanding Flexible Work Arrangement Utilization: An Individual Differences Perspective*
Marcus M. Butts, University of Georgia, Lillian T. Eby, University of Georgia, *Work–Nonwork Conflict and Positive Spillover: Identity Similarity and Work Flexibility*
Wendy J. Casper, University of Texas at Arlington, George Benson, University of Texas at Arlington, Alec Levenson, University of Southern California, *Contextual Antecedents of Work–Family Conflict Among Nonprofessional Workers*
Tracy Lambert, University of Georgia, Lillian T. Eby, University of Georgia, *Effects of Social Support on Work–Family Conflict Among Low-Income Workers*

Submitted by Marcus Butts, mbutts@uta.edu

**30. Community of Interest: 12:00 PM–1:20 PM
Franciscan A**

Issues in Multilevel Research
Gilad Chen, University of Maryland, *Host*
David A. Hofmann, University of North Carolina at Chapel Hill, *Host*

**31. Symposium/Forum: 12:00 PM–1:20 PM
Franciscan B**

Occupational Analysis in a Rapidly Changing Workplace: O*NET System Implications
Innovation and efficiency are critical in a workplace of rapid change, driven by knowledge production and technology. Such change presents numerous challenges to contemporary occupational analysis. This session will discuss several challenges, how they are being addressed within the O*NET system, and implications for future occupational analysis research and practice.

Erich C. Dierdorff, DePaul University, *Chair*
Sally P. Cox, North Carolina Employment Security Commission, *Chair*
Erich C. Dierdorff, DePaul University, April R. Cantwell, North Carolina State University, John Nottingham, National Center for O*NET Development, *Capturing and Defining New and Emerging Occupations in High-Growth Sectors*
Mark G. Brendle, North Carolina Employment Security Commission, David Rivkin, National Center for O*NET Development, Phil Lewis, National Center for O*NET Development, *Developing O*NET Tools and Technology: Information for a Changing Workplace*

Marcus Berzofsky, RTI International, Brandon Welch, RTI International, Susan McRitchie, RTI International, Rick Williams, RTI International, Mark G. Brendle, North Carolina Employment Security Commission, *Maintaining Effectiveness and Efficiency in National Occupational Samples: Model-Aided Sampling*

Eleanor Dietrich, Directions in Work, *Criticality of Current Information: Using O*NET Data for Career Planning*

Submitted by Erich Dierdorff, edierdor@depaul.edu

32. Panel Discussion: 12:00 PM–1:20 PM
Franciscan C

Implementing Selection Systems Across Multiple Locations: Challenges Faced, Lessons Learned

Establishing a valid, consistent, and fair selection process is a challenge that becomes significantly more difficult when organizations apply those processes across multiple locations. Learn how organizations like the FBI, 3M, PPG, and others address these challenges. Legal, measurement, and practical issues will be discussed.

Matthew S. O'Connell, Select International, Inc., *Chair*
Jennifer Hurd, FBI, *Panelist*
Gerald V. Barrett, Barrett & Associates, Inc., *Panelist*
Ann Durham, PPG Industries, Inc., *Panelist*
Douglas D. Molitor, 3M, *Panelist*

Submitted by Matthew O'Connell, moconnell@selectintl.com

33. Special Events: 12:00 PM–12:50 PM
Grand Ballroom A

Individual–Organizational Health: Consequences of Mergers, Acquisitions, and Downsizing

This special presentation addresses the effects of mergers, acquisitions, and layoffs on the health and well-being of individuals and organizations. This presentation describes how these increasingly common organizational processes operate and how their negative effects can be minimized.

Christopher Cunningham, The University of Tennessee at Chattanooga, *Chair*
Wayne F. Cascio, University of Colorado, *Presenter*

34. Symposium/Forum: 12:00 PM–12:50 PM
Yosemite A

Using Job Analysis Deliverables to Integrate and Align HR Practices

Job analysis (JA) has been an I-O tool for decades, but how do organizations truly unlock the power of JA? Practitioners from various HR functions will discuss how Kellogg Company is using JA outcomes to drive alignment across HR practices and will share insights, best practices, and lessons learned.

Tammy J. Winnie, Kellogg Company, *Chair*
Tammy J. Winnie, Kellogg Company, *Job Analysis and our Vision for the Future*
Stephanie Giguere, Kellogg Company, *Laying the Foundation for Success Through Survey Development*

Angela M. Sternburgh, Kellogg Company, Ginger Clifton, Kellogg Company, *Recruiting and Selecting Top Talent Through Job Analysis*
Michelle Blair, Kellogg Company, *Integrating Job Analysis Outputs to Build a Talent Powerhouse*
Daniel V. Lezotte, APT, Inc., *Discussant*

Submitted by Angela Sternburgh, angela.sternburgh@kellogg.com

35. Symposium/Forum: 12:00 PM–1:20 PM
Yosemite B

Examining Faking Using Within-Subjects Designs and Applicant Data

Research in the realm of applicant faking has used a variety of approaches to measuring and manipulating faking behavior in both laboratory and field settings. Using within-subjects designs and/or applicant data are powerful means of examining the phenomenon. This symposium highlights research using and discussing such designs.

Richard L. Griffith, Florida Institute of Technology, *Chair*
Mitchell H. Peterson, Florida Institute of Technology, *Chair*
John J. Donovan, Rider University, Stephen A. Dwight, Novo Nordisk, Dan Schneider, Sepracor Inc., *Faking in the Real World: Evidence From a Field Study*
Amy Hooper, Human Resources Research Organization (HumRRO), Paul R. Sackett, University of Minnesota, *Self-Presentation on Personality Measures: A Meta-Analysis*
Nicholas L. Vasilopoulos, George Washington University, Theodore L. Hayes, The Gallup Organization, Megan N Shaw, George Washington University, *What Happens When You Admit a Willingness to Lie?*
Richard L. Griffith, Florida Institute of Technology, Mitchell H. Peterson, Florida Institute of Technology, Matthew S. O'Connell, Select International, Inc., Joshua Isaacson, Florida Institute of Technology, *Examining Within-Subjects Score Change Accross Applicant and Research Contexts*
Frederick L. Oswald, Michigan State University, *Discussant*

Submitted by Mitchell Peterson, mpeterso@fit.edu

36. Symposium/Forum: 12:00 PM–1:20 PM
Yosemite C

Facilitating Creativity and Innovation: Personal, Contextual, and Team Characteristics

This symposium aims to advance our knowledge of the factors that facilitate creativity and innovation at work. Three empirical studies, conducted in experimental and applied settings, and a meta-analysis will be presented. They shed light on the role of personal, contextual, and team characteristics for creativity and innovation.

Ute Regina Huelsheger, Maastricht University, *Chair*
Neil R. Anderson, University of Amsterdam, *Chair*
Christina E. Shalley, Georgia Institute of Technology, Jeremy L. Schoen, Georgia Institute of Technology, *Creative Personality, Goal Orientation, and Creative Performance*
Charlotte Fritz, Bowling Green State University, Sandra Ohly, University of Frankfurt, Bing C Lin, Bowling Green State University, *Time Pressure and Creativity: The Role of Practical Application*
Onne Janssen, University of Groningen, Xu Huang, The Hong Kong Polytechnic University, Warren Chiu, The Hong

Kong Polytechnic University, *Collegial Trust and Individual Creativity in Teams*

Ute Regina Huelsheger, Maastricht University, Neil R. Anderson, University of Amsterdam, Jesus F. Salgado, Universidad de Santiago de Compostela, *Team-Level Predictors of Innovation: A Quantitative Review*

Doris Fay, Potsdam University, *Discussant*

Submitted by Ute Huelsheger, ute.hulsheger@ psychology.unimaas.nl

37. Roundtable Discussion/Conversation Hour: 12:30 PM–1:50 PM
Continental 1

Ethical Issues in Personnel Selection

The purpose of the session is to identify and discuss frequently unacknowledged ethical issues pertaining to selection. In addition to examples brought to the discussion by the panelists, the issues will also be elicited from attendees in an interactive format within a conceptual framework provided by the 3 experts.

Joel M. Lefkowitz, Baruch College, CUNY, *Host*
Rodney L. Lowman, Alliant International University, *Host*
Vicki V. Vandaveer, Vandaveer Group, Inc, *Host*

Submitted by Joel Lefkowitz, Joel_Lefkowitz@baruch.cuny.edu

38. Panel Discussion: 12:30 PM–2:20 PM
Continental 2

Why Pay Attention to Cultural Issues in Organizations?

The success of military and business global operations depends in part on how effectively the organizations function within multicultural environments. The purpose of this panel is to explore what is known about cultural impact and what needs to be known in order to improve organizational functioning in multicultural environments.

Joan R. Rentsch, University of Tennessee, *Chair*
Eduardo Salas, University of Central Florida, *Chair*
Georgia T. Chao, Michigan State University, *Panelist*
Michele J. Gelfand, University of Maryland, *Panelist*
Paul J. Hanges, University of Maryland, *Panelist*

Submitted by Joan Rentsch, jrentsch@utk.edu

39. Symposium/Forum: 12:30 PM–1:20 PM
Continental 4

On-the-Job Experiences: A Training Ground for Today's Leaders

Dynamic changes in the business landscape challenge organizational leaders to set a compelling direction, align key stakeholders, and continually motivate their employees. Where do they learn how to lead? This symposium examines the role of on-the-job experiences in leadership development within the current turbulent business context.

Lisa Dragoni, Cornell University, *Chair*
Daniel Scott Derue, Michigan State University, Edward Wellman, University of Michigan, *Leadership*

Development: The Role of Experience, Learning Orientation, and Feedback

Anuradha Ramesh, Personnel Decisions International, Nathan Schneeberger, Wonderlic, Inc, Maynard Goff, Personnel Decisions International, *Gender Differences in Leadership Experiences*

Lisa Dragoni, Cornell University, In-Sue Oh, University of Iowa, Paul T. Van Katwyk, Personnel Decisions International, *Leadership Competency: The Role of Cognitive Ability, Personality, and Experience*

Cynthia D. McCauley, Center for Creative Leadership, *Discussant*

Submitted by Lisa Dragoni, ld284@cornell.edu

40. Symposium/Forum: 12:30 PM–2:20 PM
Continental 5

Individual Assessment: Does the Research Support the Practice?

Little has been done in the way of research on individual assessments, despite continued practice by many. This symposium will present 4 papers that address issues of mechanical versus subjective data combination, why people are drawn to the subjective nature of individual assessments, and the overall effectiveness of individual assessments.

Ilianna H. Kwaske, The Chicago School of Professional Psychology, *Chair*

Nathan R. Kuncel, University of Minnesota, David M. Klieger, University of Minnesota at Twin Cities, Brian S Connelly, University of Minnesota, Deniz S. Ones, University of Minnesota, *Mechanical Versus Clinical Data Combination in I-O Psychology*

Rebecca Roller, Illinois Institute of Technology, Scott B. Morris, Illinois Institute of Technology, *Individualized Assessment: A Meta-Analysis*

Ilianna H. Kwaske, The Chicago School of Professional Psychology, Scott B. Morris, Illinois Institute of Technology, *Validating Individual Assessments: A Multilevel, Multistage Validation of Individual Assessments*

Scott Highhouse, Bowling Green State University, *The Irresistible Appeal of Holistic Assessment*

P. Richard Jeanneret, Valtera, *Discussant*

Robert F. Silzer, Human Resource Assessment & Development, *Discussant*

Submitted by Ilianna Kwaske, ikwaske@thechicagoschool.edu

41. Interactive Posters: 12:30 PM–1:20 PM
Executive Board Room

Motivation: Opening Pandora's Box

41-1 Age Differences in Work Motivation

Age differences in work motivation were examined in a UK sample of more than 9,000 individuals who completed a comprehensive motivation questionnaire (SHL, 1992) for selection or development purposes. Results indicate that older employees are not less motivated but rather motivated by different job features.

Ilke Inceoglu, SHL Group Ltd
Jesse Segers, University of Antwerp

Dave Bartram, SHL Group PLC
Daniel Vloeberghs, University of Antwerp
Submitted by Dave Bartram, dave.bartram@shlgroup.com

41-2 Developing Motivation Theories: Conscious, Chronic, and Nonconscious Achievement Goals

Individual and joint effects of conscious, chronic, and nonconscious achievement goals were investigated. Results indicated direct effects of conscious and nonconscious goals on performance. Chronic and nonconscious goals did not function similarly, indicating the conditional reasoning measure of achievement motivation may not have been a valid indicator of nonconscious personality.

Jill Budden, Development Dimensions International
Chris Parker, Northern Illinois University
Submitted by Jill Budden, jill.budden@ddiworld.com

41-3 The Pygmalion Effect's Influence on Motivation, Goal Orientation, and Performance

This study examines the Pygmalion effect's influence on learning goal orientation, effort, persistence, and performance. Results suggest that teacher expectations are a situational characteristic that shapes learning goal orientation, demonstrating that goal orientation can be examined as a state rather than a trait variable.

Beth Heinen, George Mason University
Marissa Shuffler, University of North Carolina
Douglas Haynes, George Mason University
Diem Nguyen, George Mason University
Submitted by Beth Heinen, bethheinen@gmail.com

41-4 Motivation and Performance: Test of an Integrative Theory

This paper designs and empirically tests a parsimonious integrative motivation theory. The theory integrates aspects of expectancy theory, social cognitive theory, goal-setting theory, and commitment theory. Structural equation modeling was used to test a series of nested structural models. Findings supported the proposed theory and many of the hypothesized relationships.

Katherine Selgrade, Old Dominion University
Donald Davis, Old Dominion University
Submitted by Katherine Selgrade, kate_selgrade@payless.com

42. Poster Session: 12:30 PM–2:20 PM
Grand Ballroom B
Careers/Mentoring/Retirement/Socialization

42-1 Mentor–Protégé Commitment Fit and Relationship Satisfaction in Academic Mentoring

Using a sample of students and their faculty mentors, this study examined how the fit between mentor and protégé levels of commitment is associated with both partners' relationship satisfaction. Mentoring dyads were classified into groups according to fit between partners' commitment, and relationship satisfaction was compared across groups.

Laura Poteat University of South Florida
Kristen Shockley University of South
Tammy Allen University of South Florida
Submitted by Tammy Allen, tallen@luna.cas.usf.edu

42-2 Mentoring Relationships: Mentor and Protégé Learning and Development Orientation

A learning and development framework was incorporated to examine the relationships of protégé and mentor characteristics, mentoring provided, and developmental learning outcomes among 93 matched protégé–mentor dyads. Key findings contribute to the mentoring literature by illustrating the role of learning goal orientation in effective mentoring relationships.

Elizabeth Lentz, University of South Florida/PDRI
Tammy Allen, University of South Florida
Submitted by Tammy Allen, tallen@luna.cas.usf.edu

42-3 Protean and Boundaryless Careers: A Study on Potential Motivators

This paper conceptually links selected scales of the Motivation Questionnaire (SHL, 1992) to the Protean and Boundaryless career types and explores these links empirically. Factor analysis ($N = 13,000$) of hypothesized scales reveals 4 factors that are in line with the conceptual propositions.

Jesse Segers, University of Antwerp
Ilke Inceoglu, SHL Group Ltd
Daniel Vloeberghs, University of Antwerp
Dave Bartram, SHL Group PLC
Submitted by Dave Bartram, dave.bartram@shlgroup.com

42-4 Alternatives to Mentoring: Leadership, Substitutes for Leadership, and Career Management

This paper examined how alternative forms of mentoring (direct leader, substitutes for leadership, and employees' career management strategies) relate to career outcomes. Intervening mechanisms were tested, including the moderating effect of individual differences (e.g., proactive personality, career motivation) and the mediating role of employees' career self-efficacy.

Zinta Byrne, Colorado State University
Bryan J. Dik, Colorado State University
Dan Chiaburu, Pennsylvania State University
Submitted by Dan Chiaburu, dsc188@psu.edu

42-5 Influence of Career Self-Efficacy Beliefs On Career Exploration Behaviors

This study examined the relationship among sources of career self-efficacy, overall career self-efficacy, and career exploration behaviors. Survey data were collected from 259 college students. Results showed that sources of career self-efficacy predicted career exploration over and above overall career self-efficacy, with verbal persuasion as the strongest predictor.

Kristen Nasta, SUNY-New Paltz
Maryalice Citera, SUNY-New Paltz

Submitted by Maryalice Citera, citeram@newpaltz.edu

42-6 Measuring Organizational Socialization: A Psychometric Comparison of Four Measures

Two studies were conducted to assess the psychometric properties of 4 organizational socialization measures. Analyses of factor structures, reliabilities, and convergent, discriminant, and predictive validities are presented, the latter against 5 outcomes. All measures perform reasonably, although with some weaknesses. Recommendations for use are provided.

Helena Cooper-Thomas, The University of Auckland
Jee Hae Park, The University of Auckland

Submitted by Helena Cooper Thomas,
    h.cooper-thomas@auckland.ac.nz

42-7 Employees' Job Challenge and Supervisors' Evaluations of Promotability

Two studies examined the relationship between employees' challenging job experiences and supervisors' evaluations of employees' promotability. Results consistently showed that job challenge was positively related to supervisory evaluations of promotability, even when controlled for tenure, gender, education level, and job performance.

Irene de Pater, University of Amsterdam
Annelies Van Vianen, University of Amsterdam
Ute-Christine Klehe, University of Amsterdam
Myriam Bechtoldt, University of Amsterdam

Submitted by Irene de Pater, i.e.depater@uva.nl

42-8 The Role of Protégé Personality in Formal Mentoring Programs

This study addresses the need for more research on formal mentoring programs by examining the role of protégés' proactive personality and need for achievement in perceived utility judgments. The mediating role of mentoring functions received was also investigated. The path-analytic model explained 65% of the variance in utility judgments.

Amy DuVernet, North Carolina State University
Aaron Watson, North Carolina State University

Submitted by Amy DuVernet, amyduv@gmail.com

42-9 Formal Mentoring Program Type and Perceptions of Organizational Attractiveness

The impact of different types of formal mentoring programs (FMPs) and the interaction of individual difference variables on job seekers' perception of organizational attractiveness was assessed. Although the results provided limited support, this study offers an important first step in understanding how different types of FMPs may impact job seekers.

Sarah Evans, University of Georgia
Lillian Eby, University of Georgia
Tammy Allen, University of South Florida

Submitted by Sarah Evans, sarahcevans@gmail.com

42-10 A Socialization Activity's Effect on Reactions to Psychological Contract Breach/Fulfillment

Reactions to psychological contract breach/fulfillment were significantly moderated by participation in a reciprocal interview activity occurring early on in organizational socialization. Participants experiencing the activity showed almost no relation between satisfaction and psychological contract breach/fulfillment. Participants not experiencing the activity mirrored complex reactions to breach/fulfillment identified by previous research.

David Foster, Western Oregon University
Anthony Hermann, Willamette University
Erin Hardin, Texas Tech University

Submitted by David Foster, fosterd@wou.edu

42-11 Perspectives on Group Socialization From Established Members and Newcomers

Experimental findings show how personality and gender influence the socialization process, with particular focus on differences between newcomers and existing group members. This study shows that newcomer Extraversion, average group Extraversion, and average group Agreeableness led to superior socialization outcomes; dissimilar newcomers (gender and personality) had more problems with socialization.

Beth Livingston, University of Florida
John Kammeyer-Mueller, University of Florida
Hui Liao, Rutgers University

Submitted by John Kammeyer-Mueller, kammeyjd@ufl.edu

42-12 Mentoring Experiences of Disabled Employees: Antecedents of Mentoring Functions Received

The disability literature suggests the benefits of mentoring for disabled employees: however, there is no research to date. The study examines the mentoring experiences of disabled protégés exploring relationships between characteristics of the protégé, mentor, and workgroup with mentoring functions. Results, limitations, implications, and future research are discussed.

Andrea Kimbrough, University of Georgia
Lillian Eby, University of Georgia

Submitted by Andrea Kimbrough, amtbrinley@aol.com

42-13 Role of Emotional and Social Behaviors in Retail Internship

This study examines factors associated with positive retail internship experiences and outcomes for undergraduate college students. It was found job satisfaction mediates the relationship between learning and outcomes. Learning is negatively associated with interns' emotional masking, but mentoring is positively related to interns' emotional sharing and social activities.

Yongmei Liu, University of Texas at Arlington
Jun Xu, University of Florida
Barton A. Weitz, University of Florida

Submitted by Yongmei Liu, ymeiliu@uta.edu

42-14 Diversity and Career Planning: Examination of Racial and Ethnic Differences

Using a diverse sample of 112 Black, 234 Latino, 522 Asian, and 325 White college students, racial and ethnic differences were found in the antecedents and mediators of career planning processes. Implications for preparing new entrants into a diverse workforce are discussed.

Karen Lyness, Baruch College, CUNY
Belle Rose Ragins University of Wisconsin-Milwaukee
Tiffany Ivory, Baruch College, CUNY
Michael Judiesch, Manhattan College
Submitted by Karen Lyness, karen_lyness@baruch.cuny.edu

42-15 Multisource Ratings of Formal Mentoring Programs and Mentor/Protégé Job Attitudes

Prior research on mentoring has advocated the use of multiple data sources. This study shows that averaged mentor and protégé reports of satisfaction with their formal mentoring program is related to job attitudes and subjective career success for both the mentor and protégé, consistent with propositions made in previous reviews.

Kimberly O'Brien, University of South Florida
Elizabeth Lentz, University of South Florida/PDRI
Tammy Allen, University of South Florida
Submitted by Kimberly O'Brien, kobrien4@mail.usf.edu

42-16 Severe Initiations as Socialization: Developing a Theory of Workplace Hazing

Hazing incidents are not isolated to educational institutions, they also occur within the workplace. However, workplace hazing remains a relatively unexplored phenomenon. This theoretical paper adopts a social-psychological perspective to identify factors that are likely to affect the incidence of hazing within work organizations.

Bennett Postlethwaite, University of Iowa

Submitted by Bennett Postlethwaite,
    bennett-postlethwaite@uiowa.edu

42-17 A Comparison of Face-to-Face and Electronic Peer-Mentoring: Mentor/Protégé Interactions

This study compared the effectiveness of face-to-face and electronic peer mentoring on psychosocial and career support, dialogue interactivity, and gains in protégé self-efficacy. Participants consisted of 106 college freshmen who were randomly assigned to receive face-to-face or e-mentoring to help them adjust to university life.

Kimberly Smith-Jentsch, University of Central Florida
Shannon Scielzo, University of Central Florida
Charyl Singleton, University of Central Florida
Patrick Rosopa, Clemson University
Submitted by Shannon Scielzo, Amerilda1@aol.com

42-18 Developing People of Color and Their Mentors Through Formal Mentoring

The outcomes of this case study shows that formal mentoring programs can significantly influence the move-ment of protégés (all people of color) into higher-level leadership positions and provide them with more strategic projects as well as facilitate the development of longer-term relationships between mentor and protégé.

Deborah Olson, Olson Consulting Associates
Kenneth Shultz, California State University-San Bernardino
Deborrah Jackson, Kaiser Permanente
Submitted by Kenneth Shultz, kshultz@csusb.edu

42-19 The Influence of Work and Nonwork on Bridge Employment Decisions

The influence of work and nonwork factors on the decision to retire, continue career employment, or participate in bridge employment was examined. Archival data using 2 waves of the Health and Retirement Study (HRS) was analyzed ($N = 2,869$). Results revealed both work and nonwork factors predict late life employment status.

Chanjira Pengcharoen, California State University-San Bernardino
Kenneth Shultz, California State University-San Bernardino
Submitted by Kenneth Shultz, kshultz@csusb.edu

42-20 Effect of Mentoring Program Type on Protégé Mentoring Outcomes

This study was conducted to assess whether mentoring program type (formal or semi-formal) influences protégé-perceived mentoring outcomes such as psychosocial support, career support, and career self-efficacy. By surveying protégés, it was found that protégés in formal mentoring programs reported higher levels of career support than those in semi-formal programs.

Elizabeth Stelter, Wonderlic
Lynn Bartels, Southern Illinois University-Edwardsville
Submitted by Elizabeth Stelter, elizabeth.stelter@wonderlic.com

42-21 Effect of the Mentor Protégé Matching Process on Mentoring Effectiveness

This study was assessed whether the presence of a matching process when pairing mentors and protégés impacted similarity and mentoring effectiveness. Matching based on gender, career skills, time willing to spend mentoring, and personality were investigated. It was found that actual and perceived similarity between mentors and protégés impacted effectiveness.

Elizabeth Stelter, Wonderlic
Lynn Bartels, Southern Illinois University-Edwardsville
Submitted by Elizabeth Stelter, elizabeth.stelter@wonderlic.com

42-22 Paths to Negotiation Success

A multivariable model of the negotiation process was proposed and tested via meta-analyses and follow-up path analyses. Negotiator goals, relationships, expectations, and cooperation were tested as predictors of profit or loss, perceptions of the other party, and negotiators' satisfaction. Findings suggest negotiators should focus on goals and cooperation within the negotiation.

Jane Halpert, DePaul University
Alice Stuhlmacher, DePaul University
Jeffrey Crenshaw, Personnel Board of Jefferson County
Christopher Litcher, DePaul University
Ryan Bortel, Corporate Psychologists
Submitted by Alice Stuhlmacher, astuhlma@depaul.edu

42-23 Bridge Employment: A Meta-Analysis

A meta-analysis was conducted to review the antecedents of bridge employment among older adults. Results indicated that positive perceptions of health, educational level, income, and family status have nonzero relationships with acceptance of bridge employment. Support was not found for the relationship between acceptance of bridge employment and age.

Ashley Williams, University of Georgia
Juliette Christie, University of Georgia
Submitted by Ashley Williams, awilliams384@gmail.com

42-24 Training Motivation: Test of a Model in a Military Setting

The study examined a partially mediated model of motivation to learn in a military setting. Pre- and posttraining surveys were completed by 252 instructors on a leadership and coaching course. Results provided some support for partial mediation and confirmed the effects of choice of training and attitudes on training outcomes.

Michal Tombs, Cardiff University
John Patrick, Cardiff University
Submitted by Michal Tombs, tombsm1@cf.ac.uk

42-25 Aversive Motivational Traits and Web-Based Training Outcomes

Web-based training is frequently used by organizations to educate employees. This study investigates the relationship of motivational traits, particularly those concerning fear of failure, to skill attainment. Results show that aversive motivational traits are related to evaluation apprehension, which is in turn related to skill attainment.

Thomas Whelan, North Carolina State University
Aaron Watson, North Carolina State University
Lori Foster Thompson, North Carolina State University
Submitted by Thomas Whelan, tjwhelan@ncsu.edu

42-26 Identifying Skill and Ability Requirements Across Leadership Levels Using O*NET™

This study used the O*NET to identify skills and abilities that vary across different leadership levels. Analysis identified a number of skill and ability requirement differences across leadership levels (e.g., communication, strategic and business skills, and general cognitive ability).

Rena Rasch, University of Minnesota
Nathan Schneeberger, Wonderlic, Inc
Michael Benson, Personnel Decisions International
Brian Connelly, University of Minnesota
Submitted by Rena Rasch, rasc0042@umn.edu

43. Master Tutorial: 1:00 PM–2:50 PM
Continental 6
Two (2) CE credits for attending! Register at the session.

Adverse Impact: A Review of Practical, Statistical, and Legal Issues

Adverse impact is an important consideration for EEO enforcement, litigation, and affirmative action. This tutorial is intended to be a review and update for practitioners and academics, and will consider the history of adverse impact case law, its judicial scenario, enforcement guidelines, statistical issues, and recent special topics.

Arthur Gutman, Florida Institute of Technology, *Presenter*
Eric M. Dunleavy, DCI Consulting Group, *Presenter*
Submitted by Eric Dunleavy, edunleavy@dciconsult.com

44. Special Events: 1:00 PM–1:50 PM
Grand Ballroom A

Individual–Organizational Health: Leading for Health

This guided panel discussion will consider research findings that help to identify best practices leaders may adopt to foster individual and organizational health, to note how consultants might work with organizations to encourage the use of such practices, and to pose unanswered questions about leaders and health.

Carrie A. Bulger, Quinnipiac University, *Chair*
E. Kevin Kelloway, St. Mary's University, *Presenter*
Joel Bennett, Organizational Wellness & Learning Systems, *Presenter*

45. Symposium/Forum: 1:00 PM–2:20 PM
Imperial A

Unconventional Thinking About Leadership

Conventional wisdom holds that leadership is important because leaders motivate followers to commit and give their best effort. This intentionally provocative session will combine empiricism, critical thinking, and belief in the vast importance of leadership to challenge, elaborate, and expand beyond the view of leadership as social influence.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*
S. Bartholomew Craig, North Carolina State University, *The Problem With Leadership Research*
Robert T. Hogan, Hogan Assessment Systems, *Leadership Is a Hygiene Factor*
Robert B. Kaiser, Kaplan DeVries Inc., *The Neglected Organizational "What" of Leadership*
Gordon J. Curphy, Self-employed, *Discussant*
Submitted by Robert Kaiser, rkaiser@kaplandevries.com

46. Symposium/Forum: 1:00 PM–2:50 PM
Imperial B

Studying Organizational Justice Through a Kaleidoscope of Theoretical Lenses

In presenting new empirical and conceptual advances, the contributions to this symposium highlight how knowledge of organizational justice both draws upon and inspires various theoretical frameworks. Specifically, the papers focus on the theory of moral development, trait activation theory, the theory of planned behavior, and social exchange theory.

Jerald Greenberg, National University of Singapore, **Chair**
Deshani B. Ganegoda, National University of Singapore, **Chair**
Maureen L. Ambrose, University of Central Florida, Marshall Schminke, University of Central Florida, Maribeth L. Kuenzi, University of Central Florida, **Effects of Justice Orientation and Moral Identity on Fairness Behavior**
Deborah E. Rupp, University of Illinois at Urbana-Champaign, Zhi-Wen Ng, University of Illinois at Urbana-Champaign, Hui Liao, Rutgers University, Fritz Drasgow, University of Illinois at Urbana-Champaign, **Multifoci Justice Climate: Roles of Target Similarity and Achievement Orientation**
Deshani B. Ganegoda, National University of Singapore, **Justice and Organizational Change: Suggestions From Theory of Planned Behavior**
Elizabeth Umphress, Texas A&M University, Wendy R. Boswell, Texas A&M University, Asghar Zardkoohi, Texas A&M University, Run (Lily) Ren, Texas A&M University, Mary Triana, Texas A&M University, Marla Baskerville Watkins, Tulane University, **Influence of Community Factors on Organizational Justice and Job Behaviors**
Jerald Greenberg, National University of Singapore, **Discussant**

Submitted by Deshani Ganegoda, deshani.ganegoda@nus.edu.sg

47. Symposium/Forum: 1:00 PM–2:50 PM
Yosemite A

Measuring Workplace Creativity: New Concepts and Tools

There is major interest in understanding and promoting workplace creativity. Valid measurement of creativity is fundamental to science and practice. Existing theories about, and instruments for, measuring workplace creativity are problematic. The 3 papers in this symposium present new ideas and data on effectively measuring creativity in the workplace.

Keith James, Portland State University, **Chair**
April E. Smith, Colorado State University, Keith James, Portland State University, **A Taxonomy for Measurement and Application of Organizational Creativity**
Damon Drown, Portland State University, Keith James, Portland State University, **Measuring Team Creativity: A Top Down Approach**
Roni Reiter-Palmon, University of Nebraska-Omaha, Marcy Young Illies, St. John's University, Lisa Kobe Cross, Taleo, CaraBeth Boboltz, University of Nebraska-Omaha, Tom Nimps, University Nebraska-Omaha, **Task Type Effects on Multiple Indices of Creative Problem Solving**
Pamela Tierney, Portland State University, **Discussant**

Submitted by Keith James, KeithJ@pdx.edu

48. Panel Discussion: 1:30 PM–2:50 PM
Continental 3

The Current State of Master's Level Education in I-O Psychology

A survey regarding master's level education issues was distributed to 114 I-O psychology program directors. We will generate discussion based on our survey results. Those attending the session will have a better understanding of the current state of I-O psychology master's level education as well as ideas for future improvement.

Mark S. Nagy, Xavier University, **Chair**
Michelle Pohl, Xavier University, **Panelist**
Mike G. Aamodt, Radford University, **Panelist**
Brian W. Schrader, Emporia State University, **Panelist**

Submitted by Mark Nagy, nagyms@xu.edu

49. Symposium/Forum: 1:30 PM–2:50 PM
Continental 4

Personality in the Workplace: Advances in Measurement and Assessment

New approaches to enhance the validity of personality assessments are explored. Issues on deciding appropriate predictor breadth, developing alternate approaches to assess faking, assessing the effects of faking on construct validity, the role of criterion matching, and mechanisms by which contextualizing assessments enhance validity are presented.

Jeffrey P. Thomas, Florida International University, **Chair**
Chockalingam Viswesvaran, Florida International University, **Chair**
Neil D. Christiansen, Central Michigan University, **Further Consideration of the Validity of Narrow Trait Factors**
Brian S. Connelly, University of Minnesota, Stacy Davies, University of Minnesota, Deniz S. Ones, University of Minnesota, Adib Birkland, University of Minnesota, **Agreeableness: A Meta-Analytic Review of Structure, Convergence, and Predictive Validity**
Filip Lievens, Ghent University, **The Frame-of-Reference Effect in Personality Scale Scores and Validity**
Jeffrey P. Thomas, Florida International University, Chockalingam Viswesvaran, Florida International University, **Comparing Proactive-Personality's Validity for Self- and Other Rated Criteria**
Matthew J. Borneman, University of Minnesota, Nathan R. Kuncel, University of Minnesota, Thomas Kiger, University of Minnesota, Brian S. Connelly, University of Minnesota, **Exploring the Measurement Properties of a New Faking-Detection Methodology**
Daniel S. Whitman, Florida International University, David L. Van Rooy, Marriott International, Chockalingam Viswesvaran, Florida International University, Alexander Alonso, American Institutes for Research, **Assessing Effects of Faking on the Construct Validity of EI**
Murray R. Barrick, Texas A&M University, **Discussant**

Submitted by Jeffrey Thomas, jthom016@fiu.edu

50. Symposium/Forum: 1:30 PM–2:20 PM
Continental 7

Leadership Coaching Effectiveness: Incorporating Evaluation Methodologies in Practice and Research

Leadership coaching is an integral component of leadership development programs. Despite the widespread use of coaching, there is little empirical research to support practice. As evaluation methodologies present unique challenges, researchers/practitioners will share their empirical insights with discussion focusing on evaluation in the context of leadership coaching in applied settings.

Gina R. Hernez-Broome, Center for Creative Leadership, *Chair*
Lisa A. Boyce, U.S. Air Force Academy, *Chair*
Katherine Ely, George Mason University, Johnathan Nelson, George Mason University, Lisa A. Boyce, U.S. Air Force Academy, Stephen J. Zaccaro, George Mason University, *Evaluation Methodologies of Leadership Coaching*
Karen Wouters, University of Maryland, Paul E. Tesluk, University of Maryland, Jeffrey D. Kudisch, University of Maryland, Suzanne Edinger, University of Maryland, *The Impact of Executive Coaching on Development of Leadership Skills*
Gina R. Hernez-Broome, Center for Creative Leadership, Leigh Allen, Center for Creative Leadership, Jessica Baltes, Center for Creative Leadership, *The Coaching Process: A Critical Element for Coaching Evaluation*
Hilary J. Gettman, University of Maryland, *Investigating the Creation and Measure of Dimensions Executive Coaching*
Stephen J. Zaccaro, George Mason University, *Discussant*

Submitted by Lisa Boyce, Boycela@msn.com

51. Panel Discussion: 1:30 PM–2:50 PM
Continental 8

Life in a Consortium: Using Benchmarking to Drive Organizational Change

Benchmarking is an important tool for I-O practitioners. This panel brings together practitioners representing multiple consortiums (i.e., Mayflower Group, Information Technology Survey Group, and Attrition and Retention Consortium) to discuss the different resources available, the pros and cons of each, and how to effectively use comparative information.

Allan H. Church, PepsiCo, *Chair*
David Futrell, Eli Lilly & Company, *Panelist*
Jerry Halamaj, Citi, *Panelist*
David H. Oliver, PepsiCo International, *Panelist*
Karen B. Paul, 3M, *Panelist*
Lise M. Saari, IBM, *Panelist*

Submitted by Allan Church, allan.church@pepsi.com

52. Interactive Posters: 1:30PM–2:20 PM
Executive Board Room

Measuring Personality is Really Easy

52-1 Response Distortion in Frequency-Based Versus Traditional Personality Measurement

Parallel to gains in popularity, concerns regarding the susceptibility of personality surveys to deliberate response distortion have increased. This study examines the susceptibility of Likert-type and frequency-based response formats to faking. Results indicate that a frequency-based format may be less susceptible to faking than a Likert-type format.

Matthew Fleisher, University of Tennessee
Kristin Cullen, Auburn University
David Woehr, University of Tennessee
Bryan Edwards, Auburn University

Submitted by Matthew Fleisher, mfleishe@utk.edu

52-2 Assessing Personality Scores in Applicant Settings: A DIF Analysis

The validity of personality scores in an applicant setting was investigated using differential item functioning analysis (DIF). The study examined both uniform and nonuniform DIF results, using 2 methods of detection. Results showed meaningful uniform DIF for a relatively small proportion of items but negligible nonuniform DIF. Implications are discussed.

Andrew Jones, James Madison University
Joseph Abraham, A&M Psychometrics, LLC
Submitted by Andrew Jones, jonesat@jmu.edu

52-3 Testing the Measurment Equivalence of Personality Traits Across Cultures

The primary limitation of previous cross-cultural personality research is the absence of an appropriate assessment of measurement equivalence. Therefore, this study examines personality constructs across 3 distinct cultures: Chinese, Greek, and American. The results indicate that the Conscientiousness, Neuroticism, and Openness scales are not invariant at all levels of analysis.

Christopher Nye, University of Illinois
Brent Roberts, University of Illinois at Urbana-Champaign
Gerard Saucier University of Oregon
Lewis Goldberg, Oregon Research Institute
Submitted by Christopher Nye, cnye2@uiuc.edu

52-4 The Hidden Costs of Speeding Personality Measures

A great deal of research has examined the effects of restricting completion time (i.e., speeding) on cognitive tests. Far less research has examined this issue with respect to personality measures. This study was designed to examine the effects of speededness on personality scale scores and criterion-related validity.

Chet Robie Wilfrid Laurier University
Simon Taggar Wilfrid Laurier University
Submitted by Chet Robie, crobie@wlu.ca

53. Community of Interest: 1:30 PM–2:50 PM
Franciscan A

Teaching and Training of I-O Psychologists
John F. Binning, Illinois State University, *Host*
Roseanne J. Foti, Virginia Tech, *Host*

54. Symposium/Forum: 1:30 PM–2:50 PM
Franciscan B

Work–Family Affective Experiences That Reduce Conflict and Improve Health

Explicit consideration of the intersection of health, family, and work is needed to clarify critical predictors of healthy workplaces. Accordingly, 2 studies identify the effects of transient affect and emotion regulation on reducing conflict. The second 2 studies demonstrate connections between work–family variables and improving physical health outcomes.

Whitney E. Botsford, George Mason University, *Chair*
Eden B. King, George Mason University, *Chair*
Layne Paddock, Columbia University, Timothy A. Judge, University of Florida, *Work–Family Spillover and Mood: An Experience Sampling Study*
Jay M. Dorio, PDRI, Rebecca Bryant, The University of South Florida, Tammy D. Allen, University of South Florida, *Guilt and Self-Regulatory Skills: Moderators of the Demands–WFC Relationship*
Whitney E. Botsford, George Mason University, Eden B. King, George Mason University, *Effects of Work–Family Guilt on Physical Health Outcomes*
Leslie B. Hammer, Portland State University, Ellen E. Kossek, Michigan State University, Nanette Yragui, Portland State University, Kristi Zimmerman, Portland State University, Rachel Daniels, Portland State University, *Family Supportive Supervisor Behaviors and Cardiovascular Disease*
Lois E. Tetrick, George Mason University, *Discussant*

Submitted by Whitney Botsford, wbotsfor@gmu.edu

55. Panel Discussion: 1:30 PM–2:50 PM
Franciscan C

The Best Laid Plans: Action Planning in the Real World

Taking action is critical to any successful survey. Action planning best practices are widely known but using them is easier said than done. We will focus our discussion on tactics to keep survey results relevant amidst organizational change and the different demands of bottom-up and top-down action planning.

Scott M. Brooks, Kenexa, *Chair*
Jennifer Collins, Starwood Hotels & Resorts Worldwide, Inc., *Panelist*
Michelle A. Donovan, Google, *Panelist*
Melissa L. Graves, Starbucks Coffee Company, *Panelist*
Steven Katzman, KPMG LLP, *Panelist*
Joe Simonet, Limited Brands, *Panelist*
Matthew V Valenti, Starwood Hotels & Resorts Worldwide, Inc., *Panelist*

Submitted by Jennifer Collins, jennifer.collins@starwoodhotels.com

56. Poster Session: 1:30PM–2:20 PM
Grand Ballroom B

Emotions at Work/Emotional Labor/Judgment/ Decision Making and Employee Withdrawal

56-1 Emotional Regulation as a Mediator Between Social Stress and Strains

This paper examined emotional regulation strategies (surface and deep acting) as mediators between negative social interactions with customers, coworkers, and supervisors, and job satisfaction, turnover intent, distress, and emotional exhaustion. Using a sample of 256 workers, the results supported a mediating role for surface acting but not deep acting.

Gary Adams, University of Wisconsin-Oshkosh
Karin Reinke, University of Wisconsin Oshkosh
Jennica Webster, Central Michigan University
Submitted by Gary Adams, Adamsg@uwosh.edu

56-2 Work Engagement as a Dynamic Process: Events, Emotions and Resources

Building on affective events theory, a multilevel model was developed to explain daily fluctuations in work engagement. Diary data were collected over 9 working days among 55 software developers. Emotions mediated the relationship between events and daily work engagement. These relationships were moderated by personal and social resources.

Ronald Bledow, University of Giessen
Antje Schmitt, University of Giessen

Submitted by Ronald Bledow, ronald.bledow@psychol.uni-giessen.de

56-3 Linking Emotional Labor and Burnout: A JDCS Perspective

The burnout literature has rarely considered emotional job demands as predictors of burnout, although emotional exhaustion is at the core of burnout. This study examined the predictive role of emotional demands on burnout, and the impact of job control and social support on the link between emotional labor and burnout.

Xiafang Chen, University of Maryland
Jianhong Ma, Zhejiang University
Submitted by Xiafang Chen, xichen@psyc.umd.edu

56-4 Effects of Communication Medium and Leader Emotions on Subordinate Performance

Leaders' emotions and communication channel influence subordinate message comprehension and creative performance. For message comprehension, ANOVA yield an interaction for negative content, where blended negative emotions delivered through leaner channel resulted in greatest comprehension. For creative performance, regressions showed emotion type positively contributed to quality. Implications are explored.

Gregory Ruark, Army Research Institute-LDRU
Josh Davis, University of Oklahoma
Mary Shane Connelly, University of Oklahoma
Submitted by Joshua Davis, jdavis@psychology.ou.edu

56-5 Influence of Affect Combinations on Employee Attitudes, Intentions, and Behaviors

This study was conducted in order to empirically examine the influence of positive and negative trait affect of both peers and leaders on employee commitment, turnover intentions, and rating of effectiveness. A laboratory experiment was utilized in order to carefully manipulate 8 combinations of affect and test the hypotheses.

Sandra DeGrassi Texas A&M University

Submitted by Sandra DeGrassi, swdegrassi@yahoo.com

56-6 Predicting Organizational Behavior With Trait Affect: Beyond the Big Five

Individuals differ in their tendencies to experience moods and emotions. Two measures of affective disposition were related to a number of work-related outcomes, and both explained variation in organization outcomes beyond the Big 5 personality dimensions. This study highlights the value of measuring affective disposition for selection and employee development.

Dennis Devine, Indiana University Purdue University Indianapolis
Jeff Conway, Indiana University Purdue University Indianapolis

Submitted by Dennis Devine, ddevine@iupui.edu

56-7 The Influence of Psychological Contract Breach Upon Leader–Member Exchange

This study examined consequences of perceived breach of employees' psychological contracts or reciprocal obligations in the work relationship. Undergraduate psychology students ($N = 230$) were surveyed. Results indicated that contract violation served as a partial mediator in the relation between breach and leader–member exchange.

Ernestine Nwani, Western Illinois University
Karen Harris, Western Illinois University

Submitted by Karen Harris, K-Harris@wiu.edu

56-8 Emotional Attachment and the Escalation of Commitment to Failing Projects

This study examines the influence of emotional attachment on levels of commitment to workplace projects. Results suggest that strong emotional attachment is associated with escalation of commitment to failing projects, even in the presence of a viable alternative project.

Paul Harvey, University of New Hampshire
Lisa Victoravich, University of Denver

Submitted by Paul Harvey, paul.harvey@unh.edu

56-9 Job Insecurity, Emotional Intelligence, Workplace Emotional Reactions and Decision-Making Behaviors

In a field study, 579 participants responded to measures of emotional intelligence, emotional reactions, and decision making administered in 2 waves. Support was found for a model linking perceptions of job insecurity to work decision-making behaviors. Emotional intelligence predicted positive decision making over the effects of job insecurity.

Peter Jordan, Griffith University
Neal Ashkanasy, University of Queensland
Sandra Lawrence, Griffith University

Submitted by Peter Jordan, peter.jordan@griffith.edu.au

56-10 Emotional Intelligence, Proactivity, and Performance

This study examined how emotional intelligence affects work performance through employees' proactive behaviors toward their supervisors. The results from 198 supervisor–employee pairs supported the role of employees' proactivity in mediating the linkage between employees' emotional intelligence and work performance. Moreover, the effectiveness of proactivity depended on employees' job autonomy.

Tae-Yeol Kim, City University of Hong Kong
Daniel Cable, University of North Carolina
Sang-Pyo Kim, Jinju National University
Jie Wang, City University of Hong Kong

Submitted by Tae-Yeol Kim, bestkty@cityu.edu.hk

56-11 Mood and Risk-Taking Judgment: The Role of Mood Regulation

The effects of mood regulation on risk-taking judgment were examined in an experiment. Participants who reported decreased negative mood after an interpolated task showed less propensity toward risk taking than those in control groups, suggesting that degree of mood regulation predicted one's preference for risk taking.

Min Young Kim, Georgia Institute of Technology
Ruth Kanfer, Georgia Institute of Technology

Submitted by Min Young Kim, gth801a@mail.gatech.edu

56-12 Gender and Ingratiation Tactics in Emotional Labor Jobs

Gender and ingratiation tactics were examined in various types of service jobs. Results indicated women were more likely to use certain ingratiation tactics than men. Emotional labor demands were related to ingratiation. The use of specific ingratiation tactics had effects upon types of emotion management processes used by employees.

Alexandra Luong, University of Minnesota-Duluth
Adam VanHove, University of Minnesota Duluth

Submitted by Alexandra Luong, aluong@d.umn.edu

56-13 Temporal Focus of Employee Affective Reactions to Leaders

A field study of employee affective reactions to their leaders showed that employees had more negative affective reactions than positive reactions when asked to recall incidents with their leader. Employees had more positive affective reactions to leaders than negative reactions when thinking about the future.

Juan Madera, Rice University

Submitted by Juan Madera, jmadera@rice.edu

56-14 A Differentiated View on Strategies of Emotional Labor of Teachers

This study on emotional labor of teachers in demanding classroom situations investigates the health-related outcomes of different emotional labor strategies, discriminating between surface acting accepting the display rules "faking in good faith" or not "faking in bad faith" and deep acting under a general and situation-specific perspective.

Anja Philipp, University of Freiburg
Heinz Schüpbach, University of Freiburg
Submitted by Anja Philipp, philipp@psychologie.uni-freiburg.de

56-15 Antecedents and Consequences of Emotional Appraisal Patterns

A scenario-based measure of cognitive appraisal patterns is used to understand differences between individuals in the way they appraise events. Behavioral inhibition and activation and emotional intelligence were significant predictors of appraisal patterns, which in turn predicted satisfaction above and beyond trait affect.

Erin Richard, Florida Institute of Technology
Lauren Brandt, Florida Institute of Technology
Charlene Bogle, Florida Institute of Technology
Submitted by Erin Richard, erichard@fit.edu

56-16 Is Anger a Double-Edged Sword? Moderating Role of Coping Styles

This study analyzed the moderating role of coping styles in the relationship between trait anger and employee behaviors. Results showed that trait anger can lead to both extra-role behaviors and deviant behaviors, depending on how an employee copes with the tension and problems encountered in the workplace.

Hakan Ozcelik, California State University-Sacramento
Laura Riolli, California State University-Sacramento
Submitted by Laura Riolli, riollil@csus.edu

56-17 Emotion Recognition: When It Affects Stress in Customer Service Work

This paper examined the influence of emotion recognition on customer service employees' stress levels. Consistent with Karasek's (1979) demand-control model, emotion recognition paired with empathetic concern attenuates employee stress. Emotional labor is shown to have a diminishing effect on experienced stress for employees who understand others' emotions better.

Pauline Schilpzand, University of Florida
Marieke Schilpzand, Georgia Institute of Technology
Timothy Judge, University of Florida
Submitted by Pauline Schilpzand, paulilne.schilpzand@cba.ulf.edu

56-18 Service With Authority: Antecedents of Emotional Labor in Academia

Emotional labor is broadly conceptualized as "service with a smile." This research conducted on a sample of professors expands the scope of this definition by demonstrating that professors are expected to and actually experience less emotional labor when displaying "authoritative" rather than "friendly" emotions during interactions with disruptive students.

Sharmin Spencer, DePauw University
Brandi Smock, DePauw University
Emily Fox, DePauw University
Submitted by Sharmin Spencer, sharminspencer@depauw.edu

56-19 Catching Up Leaders' Mood: Emotional Contagion in Groups

This study examined leaders' mood effects on group mood and group performance. The behavior of 63 students working in 3-person groups was examined in a laboratory study. Results showed that there was a mood contagion effect and that potency mediated between leaders' mood and group mood and group performance.

Judith Volmer,University of Erlangen
Submitted by Judith Volmer,
    judith.volmer@sozpsy.phil.uni-erlangen.de

56-20 Emotional Labour and Well-Being at Work: Moderating Effects of Personality

This study investigated the moderating effects of personality on the relationship between emotional labor and employee well-being. Based on a stressor–strain approach, the relationships between personality, emotional labor, and indices of well-being as assessed by an Employee Opinion Survey were investigated for all participating employees.

Joanne Wilson,Queen's University of Belfast
Submitted by Joanne Wilson, joanneewilson@gmail.com

56-21 Employee Emotional Intelligence, Authenticity, Affective Delivery, and Customer Perceived Friendliness

This study examines the relationships among employee emotional intelligence, authenticity of emotional displays, employee affective delivery, and customer-rated service friendliness. Using 174 employee–customer pairs as a sample, it was found that authenticity moderates the influence of employee emotional intelligence on friendliness, and this moderation is mediated by employee affective delivery.

Ju-Chien Wu, Baylor University
Chung-Tzer, Liu Soochow University
Submitted by Ju-Chien Wu, Cindy_Wu@baylor.edu

56-22 PSS, Meeting Frequency, and Turnover Intentions: Informational Justice as Mediator

This study examined the main effects of perceived supervisor support (PSS) and meeting frequency on turnover intentions via informational justice. In a sample of social service agency employees, informational justice fully mediated the effects of PSS and meeting frequency on turnover intentions. Implications of these results were discussed.

Laura Braeunig, Roosevelt University
Chu-Hsiang Chang, University of South Florida
Michael Helford, Roosevelt University
Submitted by Laura Braeunig, lbje@comcast.net

56-23 Three Country Study of Supervisor Trust and Turnover Intentions

This study examines the association between the employee's cognition-based trust of the supervisor and that employee's turnover intentions. The study's major finding indicates that the linkage between trust and turnover intentions is stronger in the lower power distance cultures than in the high power distance culture.

Robert Costigan, St. John Fisher College
Richard Insinga, St. John Fisher College
Submitted by Robert Costigan, costigan@sjfc.edu

56-24 Effects of Supervisory Humor Styles on Subordinate Intention to Turnover

This study was conducted to evaluate the extent to which supportive and abusive supervisory humor styles relate to subordinate intentions to turnover. In addition, through a perceived similarity framework, subordinate intentions to turnover were compared for individuals with similar and dissimilar humor styles from that of their supervisor.

Daniel Hahn, Portland Sate University
Submitted by Daniel Hahn, dhahn@pdx.edu

56-25 Changing Places Versus Changing Occupations: Self-Efficacy Moderates Transfer Intentions

This paper investigates how the relationship between job satisfaction and self-efficacy associates with turnover and transfer intentions. Regression analyses reveal that a job satisfaction and self-efficacy interaction predicts transfer intentions. Results provide insight into how turnover might be conceptualized among people considering their occupation a "calling."

Clara Hess, North Carolina State University
Samuel Pond, North Carolina State University
Submitted by Clara Hess, clara.hess@gmail.com

56-26 Extending and Enriching Job Embeddedness Theory: Predicting College Persistence

This paper extended job embeddedness theory for college persistence. After developing a new measure of college embeddedness, it was demonstrated that this scale predicted student reenrollment as did a network index of closed networks. This inquiry advanced understanding of why students stay in college and offers modifications to embeddedness theory.

Kaitlin Murphy
Peter Hom, Arizona State University
Submitted by Peter Hom, Peter.Hom@asu.edu

56-27 Occupational Turnover Intention: Effects of Multidimensional Commitment, Burnout and Interactions

This study examines the effects of multidimensional burnout and occupational commitment and their interaction effects on occupational turnover intention (Occ-TO). Hierarchical moderated regressions of self-reported data from 223 employees in the banking and finance, IT, retail, and nursing occupations showed significant interactions on Occ-TO.

Cheryl Tay, Nanyang Technological University
Submitted by Cheryl Tay, actay@ntu.edu.sg

56-28 The Social Dynamics of Rater Consensus: Individual Difference Effects

This paper investigated the rater consensus process in 3-person panel interviews in which an initial and final consensus rating is provided. An interaction was found such that personality predicted the likelihood that a rater in the majority opinion would alter their initial ratings.

Deborah Ford, Portland State University
Lynn McFarland, Clemson University
Yujie Zhan Portland State University
Mo Wang, Portland State University
Donald Truxillo, Portland State University
Submitted by Deborah Ford, dford@pdx.edu

56-29 A Delay-Discounting Model of Preference for Variable Returns

Preference for variable outcomes over fixed outcomes with identical return rates was tested in a capital investing simulation. Hypothesized as a function of hyperbolic discounting of delayed outcomes, preference for variability was demonstrated by overvaluing investment options with greater variability in return rate consistent with a modified hyperbolic equation.

Thomas Schoenfelder, Caliper Management
Submitted by Donald Hantula, hantula@temple.edu

56-30 Project-Specific Factors, Perceptions of Project Success, and Commitment Escalation

This study tests the influence of project completion stage, presence of an alternative goal, and rate of progress toward project completion on decision makers' perception of a project's future success and willingness to allocate additional resources toward project completion.

Lisa Victoravich, University of Denver
Paul Harvey, University of New Hampshire
Submitted by Paul Harvey, paul.harvey@unh.edu

56-31 Effects of Selective Feedback in Personnel Selection Tasks

This study investigates effects of selective feedback (concerning only applicants chosen) in personnel selection tasks with varying base rates. Results indicate that selective feedback does not impair overall accuracy of judgment, when compared to both complete and partial feedback, contrary to some recent claims.

R. James Holzworth, University of Connecticut
Thomas Stewart, University at Albany
Jeryl Mumpower, Texas A&M University
Kathlea Vaughn, University of Connecticut
Amy Reese, University of Connecticut
Submitted by R. James Holzworth, holz@uconn.edu

56-32 Anchoring Effects on Initial Salary Recommendations

This study examined whether an implausible anchor could influence salary recommendations in the presence of a relevant anchor. Order of the implausible and relevant anchors were manipulated but had no effect. Results revealed that the implausible anchor had a significant effect on initial salary recommendations.

Todd Thorsteinson, University of Idaho
Catherine Hamilton, University of Idaho
Submitted by Todd Thorsteinson, tthorste@uidaho.edu

57. Symposium/Forum: 1:30 PM–2:50 PM Yosemite B

The Long and Winding Road: Career Pathing for Talent Management

Career advancement in today's world no longer means ascending a vertical corporate ladder. Career pathing outlines the capabilities required to succeed in different roles within the organization. Various approaches to career pathing, pros and cons, and the organizational circumstances under which pathing is most successfully utilized will be discussed.

Stephanie A. Tarant, Fannie Mae, *Chair*
Stephanie A. Tarant, Fannie Mae, Corey S. Munoz, Fannie Mae, Carolyn A. Mauriello, George Washington University, *Forging New Pathways: Careers and Competency Models at Fannie Mae*
Janine Waclawski, Pepsi-Cola Company, Allan H. Church, PepsiCo, *On the Road Again: Career Pathing at Pepsi*
Stacey P. Miller, The Home Depot, Stephanie L. Sloan, Hay Group, Leslie Joyce, The Home Depot, Chris L. Lovato, The Home Depot, *Integrating Career Pathing and High-Potential Leadership Development at Home Depot*
Kathleen Suckow Zimberg, Microsoft Corporation, *Defining Careers at Microsoft: From Organic to Structured*

Submitted by Stephanie Tarant, Stephanie_A_Tarant@fanniemae.com

58. Panel Discussion: 1:30 PM–2:50 PM Yosemite C

I-O War Stories: Facing and Learning From Professional Mishaps

Panel discussion explores and shares the learning experiences from 5 I-O psychologists' errors, mistakes, and career challenges. The goal is to help other SIOP members learn from the setbacks they may experience in their careers and discover how these setbacks can pave the way towards future success.

Jeffrey A Jolton, Kenexa, *Chair*
Wendy S. Becker, University at Albany-SUNY, *Panelist*
Michael A. Campion, Purdue University, *Panelist*
Wendi J. Everton, Eastern Connecticut State University, *Panelist*
Leslie Joyce, The Home Depot, *Panelist*

Submitted by Jeffrey Jolton, jeffrey.jolton@kenexa.com

59. Roundtable Discussion/Conversation Hour: 2:00 PM–2:50 PM Continental 1

Market Research as a Viable Career Path for I-O Psychologists

Market research is an exciting and growing industry that is an attractive alternative to a career in HR. This conversation hour will introduce market research to the uninitiated, explain the benefits of the field, and describe how I-O psychologists are well suited to succeed in the market research industry.

Allan Fromen, Reuters, *Host*
Christopher T. Rotolo, Behavioral Insights, LLC, *Host*
Channing Stave, Medco Health Solutions, *Host*

Submitted by Allan Fromen, allan@fromen.com

60. Panel Discussion: 2:00 PM–2:50 PM Continental 9

Bridging the Scientist–Practitioner Gap: Senior Executives Identify Critical Research Needs

The SHRM Foundation has sponsored research to uncover the most pressing issues faced by organizations. The panelists will discuss the results of this research, which included interviews with 36 senior executives and a survey of over 500 senior executives, as well as engage in dialogue about potential future research.

Frederick P. Morgeson, Michigan State University, *Chair*
Wayne F. Cascio, University of Colorado, *Panelist*
Debra Cohen, Society for Human Resource Management, *Panelist*
Lawrence Fogli, People Focus Inc., *Panelist*
Howard J. Klein, The Ohio State University, *Panelist*
William A. Schiemann, Metrus Group, Inc., *Panelist*
Jodi Simco, Hay Group, *Panelist*

Submitted by Frederick Morgeson, morgeson@msu.edu

61. Special Events: 2:00 PM–2:50 PM
Grand Ballroom A

Individual–Organizational Health: Selecting for Health and Safety

Panelists will discuss the effectiveness and appropriateness of using traditional selection procedures (e.g., personality assessment) to predict health outcomes by screening out individuals who are prone to accidents, injuries, and illnesses at work. The panelists will consider this practice from multiple perspectives including from organizational, ethical, legal, and practical viewpoints.

Autumn D. Krauss, Kronos-Unicru, Inc., **Chair**
Eugene F. Stone-Romero, University of Texas, San Antonio, **Presenter**
Robert R. Sinclair, Portland State University, **Presenter**
Frank J. Landy, Landy Litigation Support Group, **Presenter**

62. Roundtable Discussion/Conversation Hour: 3:30 PM–5:20 PM
Continental 1

Proposal for a Cross-Cultural Applicant Reactions Research Incubator

This research incubator forum encourages individuals with mutual interests within an applicant reactions paradigm to combine efforts to expand cross-cultural research. During the session, participants from multiple countries will work with facilitators to organize ideas around specific research projects with the potential to eventually produce publications in top-flight management journals.

Neil R. Anderson, University of Amsterdam, **Host**
Talya N. Bauer, Portland State University, **Host**
Cornelius J. Koenig, University of Zurich, **Host**
Donald M. Truxillo, Portland State University, **Host**

Submitted by Talya Bauer, TalyaB@Sba.pdx.edu

63. Symposium/Forum: 3:30 PM–5:20 PM
Continental 2

Emerging Issues in I and O Psychology Research

Interactive audience discussions will be used to consider the status of theory and research on several key issues (e.g, work analysis, recruitment, selection, performance management, compensation, work–family, and diversity issues). It also will examine strategies for enhancing research methods and closing the gap between research and practice.

Dianna L. Stone, University of Texas at San Antonio, **Chair**
Diana L. Deadrick, Old Dominion University, **Chair**
Ronald A. Ash, University of Kansas, Edward L. Levine, University of South Florida, **Work Analysis in the Twenty-First Century: State of the Practice**
James A. Breaugh, University of Missouri-St Louis, **Employee Recruitment: Current Knowledge and Directions for Future Research**
Ann Marie Ryan, Michigan State University, **Future Directions for Research on Employee Selection Systems**
Diana L. Deadrick, Old Dominion University, Donald G. Gardner, University of Colorado-Colorado Springs, **Directions for Research on Performance**

James Dulebohn, Michigan State University, Stephen Werling, University of Texas at San Antonio, **Compensation Research: Past, Present, Future**
Eugene F. Stone-Romero, University of Texas at San Antonio, **Construct Validity Issues in I and O Psychology Research**
Lynn M. Shore, San Diego State University, Lois E. Tetrick, George Mason University, **Research on Diversity in Organizations**
Jeanette N. Cleveland, Pennsylvania State University, Lori Anderson Snyder, University of Oklahoma, Keith James, Portland State University, **Work and Home Instability, Intensification, and Sustainability**
Dianna L. Stone, University of Texas at San Antonio, Megumi Hosoda, San Jose State University, Kimberly Lukaszewski, State University of New York-New Paltz, **Research on Unfair Discrimination in Organizations**
Lise M. Saari, IBM, Gary P. Latham, University of Toronto, **The Gap Between Research and Practice**
Richard J. Klimoski, George Mason University, **Discussant**

Submitted by Dianna L. Stone, DiannaStone@satx.rr.com

64. Symposium/Forum: 3:30 PM–4:50 PM
Continental 3

Exploring Testing Environment Effects Beyond the Proctored Versus Unproctored Distinction

This forum aims to broaden the conceptualization of online testing environments beyond the typical "unproctored/proctored" dichotomy. Using alternative distinctions between test administration modes, a diverse group of internal and external consultants present their findings on the effects of actual test-taking environments on key organizational outcomes.

Laurie E. Wasko, DDI, **Chair**
Evan F. Sinar, Development Dimensions International, **Chair**
Laura Mastrangelo, Frito-Lay North America, Anna M. Safran, HRMC, Douglas E. Haaland, Development Dimensions International, **I Can Apply From Home? Applicant Reactions at Frito Lay**
Richard T. Cober, Marriott International, Laurie E. Wasko, Development Dimensions International, Mark Smedley, Development Dimensions International, Sarah Chan, Development Dimensions International, **Impact of Test-Taking Environment on Test Performance and Validity**
Evan F. Sinar, Development Dimensions International, Laurie E. Wasko, Development Dimensions International, **Further Exploring the Nature and Impact of Differing Testing Environments**
Adam Vassar, pan, Inc., **Examining Real World Applications of the Supervised Testing Mode**
Dennis Doverspike, University of Akron, **Discussant**

Submitted by Laurie Wasko, laurie.wasko@ddiworld.com

65. Symposium/Forum: 3:30 PM–4:50 PM
Continental 4

What Does Employee Engagement Predict?

Three leading I-O consulting firms describe how they define and measure engagement. Oliver Wyman, Sirota Survey Intelligence, and Valtera Corporation present the results of their latest research and current thinking on the appropriate way to conceptualize and use indices of engagement in meeting the needs of their clients.

Walter Reichman, Sirota Survey Intelligence, ***Chair***
Orla M. NicDomhnaill, Columbia University, ***Aggregated and Disaggregated Analysis in Employee Engagement Research***
John C. Sherman, Sirota Consulting, John S. Mallozzi, MetLife, ***Engagement– What Leaders Want to Know and What They Find***
William H. Macey, Valtera, Scott A. Young, Valtera, Karen M. Barbera, Valtera, ***Customer Satsifaction, Market Performance, ROA, and an Engaged Work Force***
Benjamin Schneider, Valtera, ***Discussant***

Submitted by Walter Reichman, walter_reichman@baruch.cuny.edu

66. Panel Discussion: 3:30 PM–4:50 PM
Continental 5

Validation Research Strategies: Ensuring Situational Sufficiency and "Appropriate" Professional Rigor

The objective of this panel discussion is to identify factors that should be considered by researchers when deciding on the level of rigor and comprehensiveness required in a given validation effort, and further, the specific validation strategies that might be most appropriate amidst different sets of considerations.

Levi R Nieminen, Wayne State University, ***Chair***
John Arnold, Wayne State University, ***Chair***
Michael A. Campion, Purdue University, ***Panelist***
Lorren O Oliver, PBJC, ***Panelist***
Neal W. Schmitt, Michigan State University, ***Panelist***
Nancy T. Tippins, Valtera, ***Panelist***
Sheldon Zedeck, University of California-Berkeley, ***Panelist***

Submitted by Levi Nieminen, levi.nieminen@gmail.com

67. Master Tutorial: 3:30 PM–4:50 PM
Continental 6
One and one-half (1½) CE credits for attending! Register at the session.

It's Your World: Building Realistic Simulations for Complex Jobs

Different types of simulations and current best practices in development will be discussed. Process steps, best practices for technology platforms, and delivery mechanisms will also be discussed. Methods for using assessment techniques will be presented. Lastly, when to use and not use technology-enhanced simulations will be reviewed.

Jeffrey Peisach, Cambria Consulting, ***Presenter***
Timothy S. Kroecker, Cambria Consulting, ***Presenter***

Submitted by Timothy Kroecker, tkroecker@cambriaconsulting.com

68. Symposium/Forum: 3:30 PM–4:50 PM
Continental 7

Alternative Methods of Assessing Noncognitive Predictors

One criticism of the use of noncognitive predictors in selection settings is that the self-report methodology provides poor representations of the underlying con-structs and is susceptible to faking effects. This symposium explores 4 possible alternatives to the traditional self-report method of assessing noncognitive predictors.

Patrick H. Raymark, Clemson University, ***Chair***
Jeffrey R. Labrador, Kenexa, Neil D. Christiansen, Central Michigan University, ***"What Would You Do?" Assessing Personality With Unstructured Situational Judgments***
Anthony J. Adorno, The DeGarmo Group, Inc., John F. Binning, Illinois State University, James M. LeBreton, Purdue University, ***Validity of Inventory and Interview Assessments of Person–Job Affective Fit***
Jill S. Budden, Development Dimensions International, Chris P. Parker, Northern Illinois University, ***Measuring Achievement Motivation: Conscious, Nonconscious, and Integrative Methods***
Brian Siers, Central Michigan University, Neil D. Christiansen, Central Michigan University, ***Construct and Criterion Validity of Implicit Association Test Trait Measures***
David Funder, University of California-Riverside, ***Discussant***

Submitted by Patrick Raymark, praymar@clemson.edu

69. Panel Discussion: 3:30 PM–4:50 PM
Continental 8

Advancing Work/Job Analysis: Challenges and Opportunities

Emerging human resource (HR) needs and trends are motivating many organizations to seek new approaches to work/job analysis. The purpose of this session is to provide an interactive forum for discussing these imperatives and the challenges and opportunities they present to I-O psychologists for advancing the analysis of work/jobs.

Michael Ingerick, HumRRO, ***Chair***
John P. Campbell, University of Minnesota, ***Panelist***
Rodney A. McCloy, HumRRO, ***Panelist***
S. Morton McPhail, Valtera Corporation, ***Panelist***
Kenneth Pearlman, Independent Consultant, ***Panelist***
Michael G. Rumsey, U.S. Army Research Institute, ***Panelist***

Submitted by Michael Ingerick, mingerick@humrro.org

70. Symposium/Forum: 3:30 PM–4:50 PM
Continental 9

Expanding the Criterion Space Through Objective Metrics and Criterion-Related Validation

Although a substantial amount of research has focused on predictors used in personnel selection, investigators have struggled with the criterion problem for decades. This session will discuss expanding the criterion space in selection research and highlight several criterion-related validation studies that include objective and alternative measures of job performance.

Eyal Grauer, PreVisor, ***Chair***
Andrew M. Goldblatt, Development Dimensions International, ***Chair***
Scott E. Bryant, Development Dimensions International, Mike Barriere, Citigroup Private Bank, Amie Nelson, Citigroup Private Bank, Joe Ryan, Citigroup Private Bank, David A. Katkowski, HumRRO, ***Test Validation With Objective Sales Data: A Case Study***

Craig R. Dawson, PreVisor, Pamela J. Levine, PreVisor, Michael S. Fetzer, PreVisor, ***Predicting Objective Performance: Client Challenges and Successes***

Eric C. Popp, PreVisor, Tonya Baker, Advance Auto Parts, Jay Janovics, PreVisor, ***Characteristics and Utility of Objective Metrics***

Richard A. McLellan, Previsor, ***Understanding and Utilizing Operational Performance Metrics in Validation Research***

Submitted by Eyal Grauer, egrauer@previsor.com

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71. Interactive Posters: 3:30 PM–4:20 PM
Executive Board Room

Ethics: Not on My Watch

71-1 Bad Science: Perceptions and Occurrences Among Organizational Researchers

Authors published in top journals between 2001-2005 were surveyed with regard to their perceptions of and involvement in unethical practices. Results show a low occurrence of the items perceived as serious; however, some practices occur quite frequently.

Michael Rossi, University of South Florida
Dan Ispas, University of South Florida

Submitted by Dan Ispas, dispas@gmail.com

71-2 Sensemaking and Ethics: A New Method for Training R&D

This study examines a sensemaking approach to ethics training relevant to research and development organizations. Significant gains were observed in relation to metacognitive reasoning strategy application that facilitated ethical decision making across 4 areas of ethical conduct. The ethics training results are discussed in reference to training and trainee characteristics.

Vykinta Kligyte, University of Oklahoma
Ethan Waples, University of Oklahoma
Richard Marcy, University of Oklahoma
Sydney Sevier, University of Oklahoma
Michael Mumford, University of Oklahoma

Submitted by Vykinta Kligyte, vkligyte@psychology.ou.edu

71-3 Supervisors' and Top Leaders' Ethics: Differently Related to Employee Attitudes?

This study examined the relationships between (a) individual employees' perceptions of top managers' and immediate supervisors' ethical tendencies, and (b) organizational climate, commitment, and citizenship behavior. Results indicated that employee perceptions of top managers' and supervisors' ethics were significantly related to climate, commitment, and the OCB dimension civic virtue.

Janet Kottke, California State University-San Bernardino
Kathie Pelletier, Achieving Styles Institute
Mark Agars, California State University-San Bernardino
Submitted by Janet Kottke, jkottke@csusb.edu

71-4 An Examination of the Nature of Employee Ethical Decision Making

This paper contributes to the literature on ethical-decision making, which tends to rely on scenario studies

and managerial samples. An analysis of real-life accounts of such decision making ($n = 30$) for nonmanagerial employees sheds light on the nature of the ethical dilemmas facing these employees and the factors influencing such decisions.

Erin Hawes, Queen's University
Jacoba Lilius, Queen's University

Submitted by Jacoba Lilius, jacoba.lilius@queensu.ca

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72. Community of Interest: 3:30 PM–4:50 PM
Franciscan A

Executive Assessment

Robert C Muschewske, Personnel Decisions International, ***Host***
Robert T. Hogan, Hogan Assessment Systems, ***Host***

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73. Symposium/Forum: 3:30 PM–5:20 PM
Franciscan B

What Happens After Job Loss? Process-Oriented Perspectives on Job Search

Five studies conducted in 3 nations use longitudinal, experience-sampling, and multiple-source approaches for addressing the dynamics of job search. The individual studies focus on life-facet appraisals and coping with job loss, different search strategies, self-regulatory predictors of search intensity, and the role of stress and affect in the search process.

Edwin A. J. Van Hooft, Erasmus University Rotterdam, ***Chair***
Frances M. McKee-Ryan, University of Oklahoma, Angelo J. Kinicki, Weatherup/Overby Chair in Leadership, Mel Fugate, Southern Methodist University, ***Coping with Job Loss at the Life-Facet Level: Fixing What's Broken***
Zhaoli Song, National University of Singapore, Shuhua Sun, National University of Singapore, ***Job Search and Affective Reactions: A Diary Study on College Graduates***
Connie R. Wanberg, University of Minnesota, Jing Zhu, University of Minnesota, Edwin A. J. Van Hooft, Erasmus University Rotterdam, ***Job Search, Affect, and Motivational Self-Regulation: A Daily Experience-Sampling Study***
Ute-Christine Klehe, University of Amsterdam, Jessie Koen, Work and Organizational Psychology, Aukje Nauta, Work and Organizational Psychology, Jelena Zikic, University of Toronto, ***Searching Smart/Searching Hard During Unemployment: The Impact of Career Adaptability***
Edwin A. J. Van Hooft, Erasmus University Rotterdam, ***Predicting Job Search Behavior and Reemployment: Common-Source Versus Multisource Data***
Wendy R. Boswell, Texas A&M University, ***Discussant***

Submitted by Edwin Van Hooft, vanhooft@fsw.eur.nl

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74. Panel Discussion: 3:30 PM–4:50 PM
Franciscan C

Improving Organizational Effectiveness and Innovation Through Social Networks

Social networks have important business implications. The purpose of this panel discussion is to provide various theoretical viewpoints and practical applications of social networks within and between organizations. The application of social networks to change management,

talent management, innovation, and knowledge management in organizations will be discussed.

Alina Polonskaya, Oliver Wyman-Delta Organization & Leadership, *Chair*
Amanda C Shull, Columbia University, *Chair*
Andrew Parker, Stanford University, *Panelist*
Greg Janicik, Korn Ferry, *Panelist*
Dan Nye, LinkedIn, *Panelist*

Submitted by Amanda Shull, amanda.shull@oliverwyman.com

75. Special Events: 3:30 PM–4:50 PM
Grand Ballroom A

Individual–Organizational Health: Integrating Health Into Work-Nonwork Research and Practice

The focus of this panel discussion is to discuss new and developing applications and challenges of work–nonwork research and practice that emphasize individual and organizational health-related issues. The panelists will also each have a brief opportunity to share their current efforts pertaining to work–nonwork issues and health.

Leslie B. Hammer, Portland State University, *Chair*
Tammy D. Allen, University of South Florida, *Presenter*
Jeffrey H. Greenhaus, Drexel University, *Presenter*
Christine Dickson, Foresight Management, *Presenter*
Phyllis Moen, University of Minnesota, *Presenter*

76. Poster Session: 3:30 PM–4:20 PM
Grand Ballroom B

Global/International/Cross-Cultural Issues/ Coaching/Training/Leadership Development

76-1 Effects of Previous Experience on Transfer of Computer-Based Training

This research examines how previous experience with video games and computer simulations affects performance on a novel computer based simulation. Previous experience directly predicted transfer performance, and use of effective strategies partially mediated this relationship. Guided exploration hindered the use of strategy by experienced individuals. Implications and limitations are discussed.

James Beck, University of Akron
Steve Kozlowski, Michigan State University
Aaron Schmidt, University of Akron
Submitted by James Beck, beckjam2@gmail.com

76-2 Validation of a Learning Styles Instrument

This study investigates the construct and predictive validity of a learning styles inventory with a sample of 2,259 military personnel who were participating in job-related training. Results provide construct validity evidence and very limited predictive validity evidence. Implications for future research and practice are discussed.

Kartik Bhavsar, North Carolina State University
Clara Hess, North Carolina State University
Eric Surface, SWA Consulting Inc.
Submitted by Kartik Bhavsar, carbhav@yahoo.com

76-3 Error Training: Examining Emotion Control and Knowledge as Mediators

This study examined whether the increased emotion control that results from error management training influences transfer performance holding constant any differences in knowledge acquisition. The results revealed that trainees receiving error management training demonstrated higher levels of emotion control, which led directly to better transfer performance.

Natalie Bourgeois, Louisiana State University
James Diefendorff, University of Akron
Submitted by Natalie Bourgeois, nbourg6@lsu.edu

76-4 Evaluating Diversity Training Effectiveness: Self-Efficacy as an Enabler of Transfer

Diversity training was evaluated on 3 levels of criteria–reactions, learning, and transfer–comparing trainees' pretraining levels to outcomes immediately following training and 3 to 6 months later. The results showed the expected increase in outcomes and supported the role of self-efficacy as an enabler of effectiveness.

Diana Anderson, University of Texas M. D. Anderson Cancer Center
Susan Gilbert, University of Texas, M. D. Anderson Cancer Center
Stacey Turner, Rice University
Submitted by Courtney Holladay, CLHolladay@mdanderson.org

76-5 Employees' Perceived Costs and Benefits of Participating in Employee Development

This study evaluated employees' outcome expectancies regarding participation in employee development using an open-ended field survey across 3 public sector agencies. A taxonomy of costs and benefits is provided to guide research into contributing and deterring factors influencing employees' decisions to participate in voluntary employee development.

Eva Mireku, California State University-Sacramento
Gregory Hurtz, California State University-Sacramento
Submitted by Gregory Hurtz, ghurtz@csus.edu

76-6 Adaptive Guidance in Technology-Based Training: An Aptitude-Treatment Perspective

Adaptive guidance provides trainees with the information necessary to make effective use of the learner control inherent in technology-based training. This study examined the effects of alternative forms of guidance (autonomy supportive vs. controlling) on trainees' performance and several individual differences that may moderate these effects.

Adam Kanar, Cornell University
Bradford Bell, Cornell University
Submitted by Adam Kanar, amk58@cornell.edu

76-7 Examination of Cultural and Individual Differences and Transfer Training Intentions

This study examined training climate as a predictor of training transfer intentions. In addition, cultural and individual differences as well as differences in cognitive ability were found to moderate the training climate-training transfer intentions relationship. These findings have implications on training design and training course content.

Kathryn Keeton, University of Houston
Cristina Rubino, University of Houston
Amanda McClure, University of Houston
Christiane Spitzmuller, University of Houston
Submitted by Kathryn Keeton, KathrynEKeeton@earthlink.net

76-8 Investigating Organizational and Individual Factors That Impact Training Effectiveness

The influence of the organizational context on transfer training intentions was examined. Learning and performance goal orientation were included as moderators of the hypothesized relationships. Analyses indicate that organizational factors were significantly related to transfer training intentions. Learning and performance goal orientation were found to significantly moderate these relationships.

Kathryn Keeton, University of Houston
Alex Milam, University of Houston
Cristina Rubino, University of Houston
Amanda McClure, University of Houston
Ari Malka, University of Houston
Christiane Spitzmuller, University of Houston
Submitted by Kathryn Keeton, KathrynEKeeton@gmail.com

76-9 Antecedents of Learners' Mental Model Development

This study examined mental model development based on individual differences, which may constrain the nature of the mental models that are developed. It also extend prior research, which has indicated that the mental model of an instructor can have an important effect on how learners understand and organize material.

Nicole Kohari University of Akron
Robert Lord, University of Akron
Joelle Elicker, University of Akron
Steven Ash, University of Akron
Bryce Hruska, University of Akron
Submitted by Nicole Kohari, new3@uakron.edu

76-10 Crew Resource Management (CRM) Training in the Railroad Environment

Using a mental-model framework, this study investigates crew resource management (CRM) training's effect on the accuracy and similarity of railroad crew members' perceptions of team processes. Results indicate training increases the accuracy of crew members' perceptions regarding the criticality of specific processes. Moderators (e.g., crew type) were also investigated.

Tobin Kyte, Texas A&M University
Submitted by Tobin Kyte, TobyKyte@neo.tamu.edu

76-11 What Predicts Training Transfer? The Importance of Self-Efficacy and Instrumentality

This study used a social cognitive framework to examine how training participants' perceptions of training instrumentality and training self-efficacy influence proximal outcomes (motivation to learn and motivation to transfer) and distal outcomes (perceived training transfer). Analyses using structural equation modeling with EQS provided support for the model.

Dan Chiaburu, Pennsylvania State University
Douglas Lindsay, Pennsylvania State University
Submitted by Douglas Lindsay, drl192@psu.edu

76-12 Verbal Protocols and Complex Skill Acquisition: Think Versus Explain Protocol

This laboratory study demonstrated the viability of explain-aloud and think-aloud concurrent verbal protocols in understanding cognitions associated with complex skill acquisition. Although these 2 protocols yielded different types of verbalizations, this study demonstrated that verbalization content, particularly involving self-regulation, can be meaningful predictors of future complex task performance.

Lauren McEntire, Kenexa Corporation
Xiaoqian Wang, University of Oklahoma
Eric Day, University of Oklahoma
Paul Boatman, University of Oklahoma
Jazmine Espejo, Development Dimensions International, Inc.
Andrew Vert, University of Oklahoma
Vanessa Kowollik, University of Oklahoma
Submitted by Lauren McEntire, lemcentire@yahoo.com

76-13 Revisiting the Pygmalion Effect in Organizations: Implications for Leadership Development

This paper discussesthe significance of Pygmalion leadership style by identifying related factors based on a literature review and explicate motivational mediators (leader–member exchange, interpersonal justice, and self-efficacy) through which the Pygmalion effect works. Implications and future directions for leadership development training programs are suggested.

In-Sue Oh, University of Iowa
Submitted by In-Sue Oh, in-sue-oh@uiowa.edu

76-14 Providing Performance Feedback to Stimulate Effective Self-Development

This study examined the effects of supervisory feedback on the quality of employees' self-development. Data from 149 employee–supervisor pairs suggest that supervisory feedback shapes the quality of employees' self-development directly and indirectly through its influence on employee self-regulation. Furthermore, the attributes of feedback combined additively and multiplicatively to influence self-regulation.

Karin Orvis Old Dominion University
Laura Fields Fields Consulting Group
Tiffany Bludau George Mason University
Lisa Gulick George Mason University
Laura Mullin Nuance Communications, Inc.

Submitted by Karin Orvis, korvis@odu.edu

76-15 Structured Versus Self-Guided Feedback in Simulation-Based Training

Successful members of command and control teams typically possess strong technical and supporting skills. Little is known, however, about how to provide feedback on supporting behaviors. This study examined the impact of structured feedback on both technical and supporting skills for trainees in a simulated military environment.

Steven Russell, Personnel Decisions Research Institutes, Inc.
David Dorsey, Personnel Decisions Research Institutes
Michael Ford, George Mason University
Meredith Cracraft, Personnel Decisions Research Institutes, Inc.
Vivek Khare, George Mason University
Jose Cortina, George Mason University

Submitted by Steven Russell, steven.russell@pdri.com

76-16 Complex Task Performance Following Extended Periods of Nonuse

This study addresses an overlooked issue in the training literature–skill decay on a cognitively complex task. It examined the amount and trend of skill decay over periods of nonuse, ranging from 1 to 8 weeks. Results suggest that complex skill decay may not parallel that of simple skills.

Anton Villado, Texas A&M University
Eric Day, University of Oklahoma
Winfred Arthur Jr., Texas A&M University
Alok Bhupatkar, Texas A&M University
Paul Boatman, University of Oklahoma
Vanessa Kowollik, University of Oklahoma
Winston Bennett, Training Research Laboratory

Submitted by Anton Villado, antonvillado@tamu.edu

76-17 A Comparison of Trainee Reactions Across Facets of Computer-Based Training

This study examined trainee reactions to different facets of computer-based training (CBT) in the context of on-the-job foreign language training. Trainees displayed differences in perceived engagement, enjoyment, effectiveness, and ease of use with respect to different facets of CBT, ranging from more traditional self-directed learning modules to simulation-based videogames.

Aaron Watson, North Carolina State University
Eric Surface, SWA Consulting Inc.
Erich Dierdorff, DePaul University

Submitted by Aaron Watson, amwatson@ncsu.edu

76-18 Ready, Set, Stop: Male and Female Perceptions of Global Competencies

Gender differences evaluating global competence, readiness for expatriate assignments, and job performance

were assessed. Results showed both male and female supervisors rated women lower than men on the dimension most likely to predict whether or not someone is placed in an expatriate position, perceptions of expatriate readiness for international assignments.

Mary Connerley Virginia Tech
Ross Mecham, III Virginia Tech

Submitted by Mary Connerley, maryc@vt.edu

76-19 Cultural Differences in the Perception of Interactions in Virtual Teams

Critical incident interviews were held among 35 global virtual team workers from India, the U.S., and Belgium, and were compared with previous findings from the Netherlands. The differences between the countries with respect to the interaction behaviors that were perceived as important were in accordance with the different cultural backgrounds.

Daphne Dekker, Eindhoven University of Technology
Christel Rutte, Tilburg University
Peter van den Berg, Tilburg University

Submitted by Jan de Jonge, j.d.jonge@tue.nl

76-20 Repatriate Knowledge Transfer Environment: Scale Development and Outcome Propositions

Facets of the Steelman et al. (2004) feedback environment theory are adapted to measure an organizations repatriate knowledge transfer environment (RKTE). Repatriate motivation to share knowledge and colleague receptiveness are proposed as outcomes, with the moderating effects of role breadth self-efficacy, temporal orientation, and evaluation apprehension.

Stacey Fehir, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology

Submitted by Stacey Fehir, Fehirs@aol.com

76-21 Repatriates: Effect of Organizational Communication on Adjustment and Turnover

This study investigated the impact of organizational communication on repatriate adjustment and turnover intentions. Results supported the predicted path model indicating that communication was positively related to met expectations upon return, met expectations were related to work adjustment, and work adjustment was related to intention to quit.

Stacey Fehir, Florida Institute of
Lisa Steelman, Florida Institute of Technology
Anna A. Tavis, AIG Financial Services

Submitted by Stacey Fehir, Fehirs@aol.com

76-22 Country Differences in the Relationship Between Job Satisfaction and Turnover

This study examined the moderating effects of national differences in uncertainty avoidance and individualism/collectivism on the relationship between job satisfaction and turnover intentions, using samples

from France, Japan, the Philippines, and the U. S. Satisfaction was more strongly related to turnover intentions in countries that are higher in individualism.

Lap Luu, California State University Long Beach
Keith Hattrup, San Diego State University

Submitted by Lap Luu, LapLuu@gmail.com

76-23 Conditions of Work, Values and Modernity: A Longitudinal Study

Based on earlier theorizing by the sociologist Melvin Kohn, this paper looked at the effects of work experiences on values. Taiwanese workers were sampled in a 9-year longitudinal design. Measures of conditions of work, education, values, and modernity indicated relationships among the constructs and evidence for mediational effects.

William Gabrenya Jr., Florida Institute of Technology
Jaya Pathak, Florida Institute of Technology
Paul Venegas, Florida Institute of Technology

Submitted by Jaya Pathak, jpathak@fit.edu

76-24 Cross-Cultural Preferences for Employing Males and Nationals

Relational models and social dominance theories explain why collectivistic cultures prefer men and nationals, gender egalitarian cultures prefer women, and masculine cultures prefer nationals, using data from the World Values Survey ($N = 2,331$), GLOBE project ($N = 62$ countries), and Hofstede ($N = 49$ countries).

Richard Posthuma, University of Texas-El Paso
María Garcia, University of Texas at El Paso
Mark Roehling, Michigan State University

Submitted by Richard Posthuma, rposthuma@utep.edu

76-25 Cultural Differences in Feedback-Seeking Behavior

The effects cultural differences had on motives for feedback seeking were examined. Differences were found in the cultural values associated with Puerto Rico and the U. S., motives for feedback seeking, and feedback seeking frequency. A mediated model was tested and supported.

Iris Rivera, Florida Institute of Technology
Lisa Steelman, Florida Institute of Technology

Submitted by Iris Rivera, FLIP01@ufl.edu

76-26 Exploring the Function of Social Networks in Expatriate Effectiveness

This study explored the indirect impact of an expatriate's social network on 3 measures of expatriate effectiveness. Different social network characteristics (size and closeness) were found to provide different functions (cultural information and social support), which in turn facilitate expatriate effectiveness.

Jiao Li, Grant MacEwan College
Xiaohua Wang, University of Western Ontario
Mitchell Rothstein, University of Western Ontario

Submitted by Mitchell Rothstein, mrothstein@ivey.uwo.ca

76-27 Effects of Communication on Repatriate Organizational Adjustment and Satisfaction

This study investigates organizational communication on repatriate work adjustment and job satisfaction and the moderating effects of home-country adjustment. Results support the predicted model indicating that work adjustment mediates the relationship between communication and job satisfaction and home adjustment moderates the relationship between work adjustment and job satisfaction.

Stacey Fehir, Florida Institute of Technology
Elizabeth Trame, Florida Institute of Technology
Chaunette Small, Florida Institute of Technology
Lisa Steelman, Florida Institute of Technology

Submitted by Chaunette Small, chauny27@yahoo.com

76-28 Achieving Mutual Cooperation in Cross-National Work Relationships

A host country national (HCN) perspective was adopted and examined the reactions of HCNs to expatriate coworkers. When expatriates are incompetent, social dissimilarity was less important as a basis for trust. Cooperation and job satisfaction of HCNs were also higher when expatriate coworkers were trusted.

Soo Min Toh, University of Toronto
E S Srinivas, XLRI Jamshedpur

Submitted by Soo Min Toh, soomin.toh@utoronto.ca

76-29 The Cross-Cultural Approach to Emotional Labor's Impact on Job Satisfaction

This study examined the impact of emotional labor on job satisfaction among American and Polish restaurant servers. Employees were surveyed to determine the impact of emotional labor, role internalization, job autonomy, and emotional exhaustion on job satisfaction. Results indicated existing cross-cultural differences in emotional labor's impact on job satisfaction.

Kasia Urban, Middle Tennessee State University
Patrick McCarthy, Middle Tennessee State University

Submitted by Kasia Urban, kasiaa.urban@gmail.com

76-30 A Test of Cultural Homogeneity in Latin America

This study tests the cultural invariance in Latin American utilizing a sample of representative countries. Results contradict previous findings (e.g., Hofstede) supporting the presence of substantial differences. Discussion focuses on the theoretical and practical implications following results emphasizing the role of structural equation modeling in cross-cultural research.

Otmar Varela, Nicholls State University
Sofia Esqueda, IESA
Olivia Perez, IESA

Submitted by Otmar Varela, otmar.varela@nicholls.edu

76-31 Allocentrism, Procedural Justice, and Work Withdrawal

Data were obtained from 4 organizations in China.The study proposed that perception of justice could be affected by allocentrism orientation. Results confirmed this hypothesis as well as the hypothesis that allocentrism moderates the relationship between procedural justice and work withdrawals. Theoretical and practical implications of the findings were discussed.

Shuhong Wang, University of Illinois at Urbana-Champaign

Submitted by Shuhong Wang, swang30@uiuc.edu

76-32 Power Distance Study on Organizational Supports to Innovation

The study is to explore differences and similarities in a professional subculture in perception of power distance and perception of organizational supports to innovation. The perception of high power distance may relate organizational rewards, team participation, and empowerment. The relationships remain different in different subcultures.

Yi Zhang, Center for Creative Leadership
Tom Begely, University College Dublin
Aidan Kelly, University College Dublin

Submitted by Yi Zhang, zhangyi8773@hotmail.com

**77. Symposium/Forum: 3:30 PM–5:20 PM
Imperial A**

Experiential Learning: Grounding Ourselves in Research

Research on assessment centers shows that experiential learning with job-relevant activities leads to improved job performance. This symposium highlights how university professors who use experiential exercises ground these activities in empirical research and theory because this will ensure that such activities can result in improved performance beyond the university setting.

Phani Radhakrishnan, University of Toronto, *Chair*
Kimberly T. Schneider, Illinois State University, John F. Binning, Illinois State University, *Applied Consulting Activities for Graduate and Undergraduate Students*
Kelly Bouas Henry, Missouri Western State University, *Teaching I-O Psychology and Research Methods Using the JEMCO Model*
Tahira M. Probst, Washington State University Vancouver, *Beyond Intro to I-O: Tackling Controversial Workplace Diversity Topics*
Stephane Cote, University of Toronto, *Teaching Emotional Intelligence in the Classroom*
Joanna Heathcote, The University of Toronto at Scarborough, *Debating Two Sides: Learning About Ethics in I-O Psychology*
Phani Radhakrishnan, University of Toronto, *Toward a Framework for Developing and Using Valid Experiential Exercises*

Submitted by Phani Radhakrishnan, phanira@yahoo.ca

**78. Symposium/Forum: 3:30 PM–5:20 PM
Imperial B**

Using Assessments for Leadership Development: Goals, Learnings, and Challenges

Four companies will describe their experiences using the Hogan Assessment tools for leadership development initiatives. Presentations will cover various stages of utilization and will focus on challenges and key learnings from each implementation. In addition, 2 of the presentations will share empirical data from internal use of the tools.

David H. Oliver, PepsiCo International, *Chair*
Kristie Wright, Cisco Systems, Jennifer Johnson, Cisco Systems, *Integrating Hogan Assessments Into Succession Planning: A Change Management Challenge*
Lorrina J. Eastman, Bank of America, Matthew R. Walter, Bank of America, *Using Personality Inventories as Input Into Developmental Assessments and Initiatives*
David H. Oliver, PepsiCo International, Erica I. Desrosiers, PepsiCo, Allan H. Church, PepsiCo, *Going Global: Using Personality Assessment for Leadership Development*
Brandy Orebaugh Agnew, Dell Inc., Liana Knudsen, Dell Computer, MaryBeth Mongillo, Dell Inc., *Assessments at Dell: Building Blocks for Leadership Capability*
Rodney Warrenfeltz, Hogan Assessment Systems, *Discussant*

Submitted by David Oliver, david.oliver@pepsi.com

**79. Symposium/Forum: 3:30 PM–4:50 PM
Yosemite A**

Ethics in Organizations: Context and Authority Effects on Employees

The social context of the organization can exert powerful effects on the ethical decisions made by employees. The papers in this symposium empirically examine the influence of ethical leadership, organizational climates for ethics, and socialization tactics on ethical behavior, satisfaction, cooperation, and burnout.

Lauren Simon, University of Florida, *Chair*
John D. Kammeyer-Mueller, University of Florida, *Chair*
David M. Mayer, University of Central Florida, Karl Aquino, University of British Columbia, Rebecca Greenbaum, University of Central Florida, Maribeth L. Kuenzi, University of Central Florida, *Identity and Ethical Leadership: How Ethical Leaders Promote Group Harmony*
Jessica Rae Saul, University of Florida, Lauren Simon, University of Florida, Jason Colquitt, University of Florida, *When Ethical Leaders Undermine: A Complex Supervisor–Subordinate Interaction*
Elizabeth Umphress, Texas A&M University, John B. Bingham, Brigham Young University, *One Fair Deed Deserves Another: Justice Perspectives on Unethical Behavior*
Lauren Simon, University of Florida, John D. Kammeyer-Mueller, University of Florida, Bruce Louis Rich, California State University San Marcos , *Socialization, Ethical Conflict, and Stress: An Empirical Investigation*
Stefan Thau, London Business School, *Discussant*

Submitted by Lauren Simon, Lauren.Simon@cba.ufl.edu

THURSDAY PM

80. Symposium/Forum: 3:30 PM–4:20 PM
Yosemite B

Innovative Applications of Job Fit to Organizational Needs

This session integrates 3 unique applications of job fit data in various stages of an employment life cycle, including placement after organizational redesign, new hire placement during a major expansion, and career pathing. Lessons learned and implications for future usage and research are discussed.

Naina B Bishop, Development Dimensions International, *Chair*
Ty Breland, Marriott International, *Empowering Associates with Role Fit Information During a Sales Reorganization*
Gary Booth, Denso, James R. Kauffman, Development Dimensions International, Laurie E. Wasko, Development Dimensions International, *Job Fit as a Powerful Placement Tool Post Selection*
Jennifer R. Burnett, Bank of America, John H. Golden, Bank of America, Eddie L. Jerden, Development Dimensions International, *Job Fit Fuels Career Paths*

Submitted by Naina Bishop, naina.bishop@ddiworld.com

81. Symposium/Forum: 3:30 PM–4:50 PM
Yosemite C

Affect and Performance: Recent Findings and New Directions for Research

This symposium focuses on the relationship between affect and job performance. The papers presented, relying upon a diversity of research designs and some novel measures, including cross-cultural studies, suggest that these factors are indeed related. Results suggest that affect must be included in comprehensive accounts of performance and productivity.

Dan Ispas, University of South Florida, *Chair*
Edward L. Levine, University of South Florida, *Chair*
Dan Ispas, University of South Florida, Michael E Rossi, University of South Florida, Kristen M. Shockley, University of South Florida, Edward L. Levine, University of South Florida, *Affect and Job Performance: A Meta-Analytic Review*
Xian Xu, University of South Florida, Liuqin Yang, University of South Florida, Edward L. Levine, University of South Florida, Horia D. Pitariu, Babes-Bolyai University, Simona Musat, Babes-Bolyai University, Dan Ding, Beijing Normal University, Ran Bian, Beijing Normal University, Hongsheng Che, Beijing Normal University, *Exploring the Relationship Between Affect and OCB Across Three Countries*
Alexandra Ilie, University of South Florida, Lisa M. Penney, University of Houston, Dragos Iliescu, National School of Political and Administrative Studies, *A Test of the Stressor–Emotion Model of CWB in Romania*
Christopher Rosen, University of Arkansas, Umit Akirmak, University of South Florida, Russell E. Johnson, University of South Florida, *Affect and Performance: Support for the Use of Implicit Measures*
Neal M. Ashkanasy, University of Queensland, *Discussant*

Submitted by Dan Ispas, dispas@gmail.com

82. Interactive Posters: 4:30 PM–5:20PM
Executive Board Room
Training Your Staff in Ten Easy Seconds

82-1 Training for Work in Multicultural Environments: An Organizing Framework

Despite the availability of many cultural training methods, most organizations limit themselves to primarily using didactic methods. This study leveraged findings from other literatures to develop a framework and corresponding principles to assist educators in expanding their choice of methods and instructional strategies used within cross- and multicultural training.

Rebecca Lyons, University of Central Florida
C. Burke, University of Central Florida
Heather Priest, University of Central Florida
Eduardo Salas, University of Central Florida
Submitted by Rebecca Lyons, rlyons@ist.ucf.edu

82-2 Understanding Demonstration-Based Training: A Definition, Framework, and Some Initial Guidelines

Although demonstrations are commonly used in organizations, there is less scientifically rooted guidance for demonstrations than for other components of training. This paper provides a synthesis of the research and details a conceptual definition, framework of demonstration features, and a set of guidelines for developing effective demonstrations.

Michael Rosen, University of Central Florida
Eduardo Salas, University of Central Florida
Christin Upshaw, University of Central Florida
Submitted by Michael Rosen, mrosen@ist.ucf.edu

82-3 Offshore Training Effectiveness: A Theoretical Frame Work for Future Research

This paper focuses on offshore training that multinational corporations diffuse to their overseas subsidiaries. By first demonstrating the unique features of offshore training, the author proposes offshore training evaluation criteria and establishes a theoretical model to study the effectiveness of offshore training. Cornerstone theories are used to develop testable propositions.

Gang Wang, University of Iowa
Submitted by Gang Wang, gang-wang@uiowa.edu

82-4 The Integrated Training Design Matrix: Validation vis-a-vis Meta-Analysis

This study utilized a meta-analytic approach to provide validation evidence for the Integrated Training Design Matrix (ITDM; Day et al., 2006). Results provided positive validity evidence for the utility of the ITDM and identified important additional moderators to consider in training design. Practical and theoretical implications are discussed.

Ethan Waples University of Oklahoma
Lauren McEntire Kenexa Corporation
Vykinta Kligyte University of Oklahoma
Submitted by Ethan Waples, ewaples@psychology.ou.edu

83. Poster Session: 4:30PM–5:20PM
Grand Ballroom B
Groups/Teams

83-1 An Episodic Model of Transactive Memory Systems

Transactive memory systems (TMSs) characterize how information is distributed within teams. Shared mental models (SMMs) characterize information overlap. Drawing on previous literature, this theoretical paper integrates these constructs into a recursive model and offers propositions on the mutually dependent development of TMSs and SMMs in teams over time.

Cori Adis, George Mason University

Submitted by Cory Adis, cadis@gmu.edu

83-2 Kickoff Meetings for Computer-Mediated Teams: Effects on Team Performance

Computer-mediated teams face many difficulties forming personal bonds. This study investigated the efficacy of holding "kickoff" meetings prior to the team beginning its computer-mediated work. Face-to-face kickoffs were found to improve team performance and lengthen the time devoted to discussion. This effect was not observed for computer-mediated kickoffs.

Tara Behrend, North Carolina State University
Thomas Whelan, North Carolina State University
Lori Foster Thompson, North Carolina State University

Submitted by Tara Behrend, tara.behrend@gmail.com

83-3 Emotional Intelligence, Social Interaction, Social Capital: Implications for Group Performance

Group emotional intelligence, social interaction, and social capital were examined for their relationship and mediation (EI→SI→SC). Individuals completed measures regarding their groups toward the end of their group project. Results showed all variables are positively related to each other but no strong evidence of mediation. Limitations and implications are discussed.

Heather Thompson, Southern Illinois University-Edwardsville
Catherine Daus, Southern Illinois University-Edwardsville

Submitted by Catherine Daus, cdaus@siue.edu

83-4 Motivated Information Processing and Group Creativity

In 2 experiments with small groups, the motivated information processing model in groups (De Dreu, Nijstad, & Van Knippenberg, in press) was investigated with regard to creativity. Findings showed that it is the interaction of epistemic motivation and prosocial motivation that makes teams produce more and more original ideas.

Myriam Bechtoldt, University of Amsterdam
Carsten De Dreu, University of Amsterdam
Bernard Nijstad, University of Amsterdam

Submitted by Carsten De Dreu, c.k.w.dedreu@uva.nl

83-5 Do Team-Training Interventions Enhance Team Outcomes? A Meta-Analytic Initiative

This research describes the findings of an investigation into the effectiveness of team training. Overall, there was a moderate, positive tendency for these interventions to improve 4 distinct outcomes. Meta-analyses were also performed to investigate the possibility that training content and team membership stability might moderate these relationships.

Cameron Klein, University of Central Florida
Eduardo Salas, University of Central Florida
Deborah DiazGranados, University of Central Florida
C. Burke, University of Central Florida
Kevin Stagl, Talent Threshold
Gerald Goodwin, U.S. Army Research Institute
Stanley Halpin, U.S. Army Research Institute

Submitted by Deborah DiazGranados, debdiaz@gmail.com

83-6 Does Team Building Work?

This article presents the results of an investigation into the effectiveness of team building. Overall, there was a positive tendency for team building to improve team functioning. Meta-analyses revealed small and moderate relationships between team building and 4 distinct outcomes. Results are also described for additional moderators of interest.

Deborah DiazGranados, University of Central Florida
Cameron Klein, University of Central Florida
Eduardo Salas, University of Central Florida
Huy Le, University of Central Florida
C. Burke, University of Central Florida
Rebecca Lyons, University of Central Florida
Gerald Goodwin, U.S. Army Research Institute

Submitted by Deborah DiazGranados, debdiaz@gmail.com

83-7 Moderated Mediation: Self-Esteem, Forming, Language Use and Group Added Value

Performance of small-decision making groups was significantly influenced by the relative strength of self-esteem of their best vs. worst performing member. A forming exercise prior to group activity moderated the self-esteem difference to limit poor performance. Group member "I" words mediated between this moderation effect and group added value.

David Foster, Western Oregon University
Victor Savicki, Western Oregon University

Submitted by David Foster, fosterd@wou.edu

83-8 Team Relatedness and Team Workflow as Metrics of Task Interdependence

The objective of this study is to investigate the efficacy of team relatedness and team workflow as metrics of team task interdependence. Results indicate these metrics can effectively differentiate between tasks within the same job (i.e., F–16 combat fighter pilot) and between jobs using sports as an analog.

Winfred Arthur Jr., Texas A&M University
Ryan Glaze, Texas A&M University
Alok Bhupatkar, Texas A&M University

Anton Villado, Texas A&M University
Winston Bennett, Training Research Laboratory
Leah Rowe, Training Research Laboratory
Submitted by Ryan Glaze, rmg@tamu.edu

83-9 Affective Homogeneity, Team Affective Climate, and Team Performance

This study showed that affective homogeneity within team is positively related to work team performance over time. Affective homogeneity also moderated the relationship between affective team climate and team performance. The direction of the moderator effect depended on the affective variable involved (tension or optimism climate).

Nuria Gamero, University of Valencia
Vicente Gonzalez-Roma, University of Valencia
Jose Peiro Silla, University of Valencia
Submitted by Vicente Gonzalez-Roma, Vicente.Glez-Roma@uv.es

83-10 Team Performance in a Simulated UAV: Combinations-of-Contributions Theory

Combinations-of-contributions theory is applied to the prediction of performance of simulated uninhabited aerial vehicle (UAV) teams. Consistent with theory, spatial abilities that more closely corresponded with task demands had more direct and influential impact on performance that did personality traits, which were more distal and noncorresponding with task demands.

Verlin Hinsz, North Dakota State University
Jared Ladbury, North Dakota State University
Ernest Park, Cleveland State University
Submitted by Verlin Hinsz, verlin.hinsz@ndsu.edu

83-11 The Importance of Mental and Physical Efficacy Among Action Teams

This study explored team-level mental and physical efficacy as potential difference makers for objective and subjective aspects of team effectiveness among 110 newly formed action teams in a military environment. Results underscore both types of team efficacy as distinct difference makers, with the contributions of team mental efficacy being especially notable.

Robert Hirschfeld, University of Georgia
Jeremy Bernerth, Management Consultant
Submitted by Robert Hirschfeld, rhirschf@uga.edu

83-12 Faultlines and Subgroup Perceptions: Beneficial Effects of Diversity Beliefs

Diversity beliefs moderate the relationship between objective demographic faultline strength and perceived subgroups, such that only groups with low diversity beliefs perceive subgroups in groups divided by demographic faultlines. The impact on group processes and outcomes is examined.

Astrid Homan, Leiden University
Lindred Greer, Leiden University
Submitted by Astrid Homan, ahoman@fsw.leidenuniv.nl

83-13 Realities of Working in Virtual Teams: Affective and Attitudinal Outcomes

Examining virtualness as a continuum, it was found that team members who worked more virtually had lower levels of commitment to their teams, as mediated by positive affect. Also identified was a tipping point (working virtually more than 90% of the time) at which virtual teams become ineffective.

Stefanie Johnson, Colorado State University
Kenneth Bettenhausen, University of Colorado at Denver and Health Sciences Center
Ellie Gibbons, University of Colorado Health Sciences Center
Submitted by Stefanie Johnson, stefanie.johnson@colostate.edu

83-14 Team Members' Emotional Intelligence and Communication Performance: A Multilevel Examination

Using a longitudinal design, we examined the influence of team members' emotional intelligence abilities on communication performance at the individual and team level. Hierarchical linear modeling revealed differential findings between emotional intelligence and communication at the individual, team, and cross levels of analysis. Implications for theory and practice are discussed.

Ashlea Troth, Griffith University
Peter Jordan, Griffith University
Sandra Lawrence, Griffith University
Herman Tse, University of Newcastle
Submitted by Peter Jordan, peter.jordan@griffith.edu.au

83-15 Social Networks and P-G Value Fit: A Multilevel Perspective

We examine the multilevel effects of social networks on person–group value fit. The results showed that individuals with strong ties and high betweenness centralities tended to perceive more value congruence. These network effects on person–group value fit at individual level were also moderated by upper-level network characteristics, group density.

Minsoo Kim, Hanyang University
Hongseok Oh, Yonsei University
Heejung Jung, Ewha Womans University
Submitted by Heejung Jung, june@ewhain.net

83-16 Threat-Rigidity Effects on Planning and Decision Making in Teams

In an experimental study, the effects of external threat on team processes and performance were investigated during a complex planning and decision-making task. Results showed that teams under threat suffered from rigidity effects in their information processing, leadership, team perspective, and performance.

Wim Kamphuis, TNO Defence, Security and Safety/Netherlands Defence Academy/Tilburg University
Tony Gaillard, TNO Defence, Security and Safety
Ad Vogelaar, Netherlands Defence Academy
Submitted by Wim Kamphuis, wim.kamphuis@tno.nl

83-17 Team–Member Exchange: A Conceptual Extension

This paper develops a basic model of team–member exchange (TMX) to guide future studies of TMX. We also develop propositions of antecedents to TMX using social exchange and social categorization perspectives as well as propositions regarding the association between group TMX and group cognitions and processes.

Rebecca Lau, Virginia Tech
Terry Cobb, Virginia Tech
Submitted by Rebecca Lau, slau@vt.edu

83-18 Where Are We? A Qualitative Review of Team–Member Exchange

With the ever-increasing importance of work groups in organizations, a more thorough understanding of the reciprocation and exchange relationships among group members is warranted. The major purpose of this paper is to qualitatively review empirical studies of team-member exchange. Some directions for future studies are also proposed.

Rebecca Lau, Virginia Tech
Terry Cobb, Virginia Tech
Submitted by Rebecca Lau, slau@vt.edu

83-19 Relative Importance of Dyadic Relationships in Predicting Team Process Outcomes

This study utilized dominance analysis to assess the relative importance of the 3 sources of variance in the SRM. The purpose was to examine the variance of peer evaluations within teams. The relationship effect had the highest relative importance for predicting conflict, cohesion, and team self-efficacy.

Jared LeDoux, Louisiana State University
C. Allen Gorman, Angelo State University
David Woehr, University of Tennessee
Submitted by Jared LeDoux, jledou5@lsu.edu

83-20 The Effects of Post-Training Reminders on Distributed Team Communication

An intervention in the form of audio cues was developed to improve team communication in a distributed decision-making task. Results showed that teams in the cue condition identified more connections between pieces of information than did teams in the control no-cue condition.

Abby Mello University of Tennessee
Joan Rentsch, University of Tennessee
Lisa Delise, University of Tennessee
Melissa Staniewicz, University of Tennessee
Joshua Ray, University of Tennessee
Submitted by Abby Mello, amello@utk.edu

83-21 Personality and Ability Judgment Accuracy in Face-to-Face and Virtual Teams

This theoretical paper develops the idea that differences between face-to-face and virtual project teams in terms of team processes, team emergent states, and team outcomes may be explained by the lower accuracy with which virtual team members gauge fellow teammates' personality and ability compared to face-to-face team members.

Radostina Purvanova, University of Minnesota
Submitted by Radostina Purvanova, purva002@umn.edu

83-22 The Effects of Team Experience on Information Sharing Through Communication

The relationship between teamwork experience and information sharing was investigated. Teamwork experience was shown to correlate with the frequency of team-level communication behaviors involving asking for information, contributing information, and explaining connections between pieces of information.

Joshua Ray, University of Tennessee
Joan Rentsch, University of Tennessee
Lisa Delise, University of Tennessee
Abby Mello, University of Tennessee
Melissa Staniewicz, University of Tennessee
Submitted by Joshua Ray, jray2@utk.edu

83-23 Understanding Trust: A Dyadic Analysis

Using the actor-partner interdependence model (APIM), this study found reciprocal effects for propensity to trust and trust in dyads, and found that for virtual dyads propensity has greater influence on trust, but trust has less influence on organizational citizenship. Trustworthiness fully mediates the influence of propensity on trust.

Maria Yakovleva, Stevens Institute of Technology
Richard Reilly, Stevens Institute of Technology
Robert Werko, Armament Research, Development and
    Engineering Center
Submitted by Richard Reilly, rreilly@stevens.edu

83-24 Effects of Climate Level and Strength on Team Effectiveness

This study tested the hypothesis that a strong team climate should have more influence on team effectiveness than a weak climate. A survey study in 28 healthcare teams found that climate strength moderated the relation between climate level and team effectiveness in the predicted fashion.

Eric Rietzschel, University of Groningen
Laura Evers, University of Groningen
Submitted by Eric Rietzschel, e.f.rietzschel@rug.nl

83-25 Individual Differences and Information Sharing in Virtual Teams

This study investigated the effects of role demands and individual differences in cognitive ability and computer experience on information sharing in virtual teams. Sixty teams performed a hidden profile task via computers. Results indicated significant interactions between role demands and individual differences at different stages in the information sharing process.

Melissa Staniewicz, University of Tennessee
Joan Rentsch, University of Tennessee
Lisa Delise, University of Tennessee
Abby Mello, University of Tennessee
Joshua Ray, University of Tennessee
Submitted by Melissa Staniewicz, mzullo@utk.edu

83-26 A Study of Shared Mental Models of Team Expertise

The development and influence of shared mental models of team expertise are tested within a field study of 62 consulting teams. Results indicate team psychological safety significantly facilitates shared mental models of team expertise. Further, these shared understandings significantly interact with critical expertise to predict internal team processes and effectiveness.

Jennifer Marrone, Seattle University
Sharyn Gardner, State of California
Paul Tesluk, University of Maryland
Jay Carson, University of Maryland
Submitted by Paul Tesluk, ptesluk@rhsmith.umd.edu

83-27 The Team Experiences Survey: Validating a Test for Team Selection

Although organizations structure work around teams, few tools exist for selecting individuals to work in team settings. In this paper, a biodata selection test is validated that taps into 13 team experience constructs. The Team Experiences Survey is not significantly correlated with personality or cognitive ability.

Lillian Toy, University of Washington
Michael Johnson, University of Washington
Frederick Morgeson, Michigan State University
Submitted by Lillian Toy, lhtoy@u.washington.edu

83-28 The Effect of Coworkers and Network Centrality on Employee Voice

This paper investigated the effects that coworkers have on a focal employee voice. It is hypothesized that coworkers' mean level of voice is positively related to focal employee's voice and that this relation is stronger for focal employee that occupy central network positions. Results of 1 field study confirmed expectations.

Christian Troester, Erasmus University Rotterdam
Stefan Thau, London Business School
Daan van Knippenberg, Erasmus University Rotterdam
Rafael Wittek, University of Groningen
Submitted by Christian Troester, christian.troester@gmail.com

83-29 Psychological Collectivism and Team Member Outcomes: Does TMX Matter?

This paper provides hypotheses and support regarding the relationship between team member collectivistic disposition and their level of team effort and identification with their teams. Using path analysis, it was found that team–member exchange partially mediates the links between team member psychological collectivism and both member effort and team identification.

Virajanand Varma, Auburn University
Steven Brown, Auburn University
Garry Adams, Auburn University
Submitted by Virajanand Varma, viraj.varma@gmail.com

83-30 Committed to Teams: Want to, Ought to, or Have to?

This study extended the 3-component model of organizational commitment to 1 specific focus: teams. The results confirmed the factor structure of a 3-component scale of team commitment. The 3 components were differentially related to 1 antecedent and 2 outcome variables.

Xiaohua (Frank) Wang, University of Western Ontario
Thomas O'Neill, University of Western Ontario
Joy Klammer, University of Western Ontario
Natalie Allen, University of Western Ontario
Submitted by Xiaohua (Frank) Wang, xwang248@uwo.ca

83-31 So You Want To Measure Team Adaptation?: Some Guiding Principles

To remedy the lack of team adaptation measurement tools in research, this paper proposes 5 guiding principles capturing core adaptation features based on a multidisciplinary, multilevel, and multiphasic team adaptation model. Markers describing processes associated with each principle are also presented to serve as guides for the development of measurement tools.

Jessica Wildman, University of Central Florida
Wendy Bedwell, University of Central Florida
Michael Rosen, University of Central Florida
Barbara Fritzsche, University of Central Florida
C. Burke, University of Central Florida
Eduardo Salas, University of Central Florida
Submitted by Jessica Wildman, jessicalwildman@yahoo.com

83-32 Alliance Team Mental Models: Antecedents and Consequences for Team Effectiveness

This study examined the relationship between team inputs, processes, mental models, and effectiveness of alliance teams. Data were collected in 2 time periods from alliance team members, leaders, and executives from 19 alliances. Main and moderator effects were found. Implications for research and management of alliances and teams are discussed.

Baniyelme Zoogah, Morgan State University
Raymond Noe, Ohio State University
Oded Shenkar Ohio State University
Submitted by David Zoogah, dzoogah@jewel.morgan.edu

84. Symposium/Forum: 4:30 PM–5:20 PM Yosemite B

Business-Driven 360-Degree Feedback

Organizations are rethinking some 360 feedback models to more align with business needs. This session brings together 3 organizations that have implemented unique designs in their 360 processes to address specific organizational needs. Each organization will describe their approach and lessons learned.

Mariangela Battista, Starwood Hotels & Resorts, *Chair*
Norm E. Perreault, Starwood Hotels & Resorts Worldwide, Inc.,
  Development and Implementation of a Role-Based, Brand-Based 360-Degree Feedback Process
Erica I. Desrosiers, PepsiCo, Allan H. Church, PepsiCo, ***What's New Pussycat–Using 360 Where it Matters Most***
Jerry Halamaj, Citi, ***Using Upward Manager Feedback for Organizational and Individual Impact***
David W. Bracken, Kenexa Corporation, ***Discussant***

Submitted by Mariangela Battista, Mariangela.Battista@
  starwoodhotels.com

85. Symposium/Forum: 5:00 PM–5:50 PM
Franciscan C

Utilizing Identified Survey Data

The use of personal identifiers in employee attitude research facilitates both survey follow-up and analysis of results. Four survey practioners will describe the distinct advantages of utilizing this type of data from their employee survey processes.

Yvette Quintela, Sirota Survey Intelligence, *Chair*
Jacqueline Bassani, Sirota Survey Intelligence, *Chair*
John Mallozzi, Sirota Survey Intelligence, Jacqueline Bassani, Sirota Survey Intelligence, Pete Rutigliano, Sirota Survey Intelligence, Angela Grotto, Sirota Survey Intelligence and Baruch College, CUNY, Caroline Wrobel, Sirota Survey Intelligence, ***Exploring Personally Identified Survey Data Across Clients***

Jennifer D. Kaufman, Dell Inc, ***We Do Cool Things! The Advantages of Using Unique Identifiers***
Lucas S. Vitale, Invitrogen, Alysia Hawkins, Invitrogen, ***Employee Identifiers to Link Attrition Data With Survey Responses***
Seymour Uranowitz, UnitedHealth Group, ***Using Identified Surveys to Analyze Top Talent Results***

Submitted by Jacqueline Bassani, jbassani@sirota.com

86. Special Events: 5:00 PM–5:50 PM
Grand Ballroom A

🎓 Individual–Organizational Health: Tale of Academic–Practitioner Collaboration in Occupational Safety

This session describes the collaborative relationship between an academic and a safety-oriented consulting firm. The presentation will highlight how the relationship came about and several collaborative projects undertaken (e.g., development of assessment tools, training interventions). The presentation will conclude with views on what each party has gained through the relationship.

	Continental 1	Continental 2	Continental 3	Continental 4	Continental 5	Continental 6	Continental 7	Continental 8	Continental 9	Executive Board Room
7:30 AM	Coffee Break									
8:00 AM										
8:30 AM	1 Plenary Session: Presidential Address, and Presentation of SIOP Award Winners, Fellows, and Election Results									
9:00 AM										
9:30 AM										
10:00 AM	Coffee Break									
10:30 AM							2 Statistical/Methodological Myths and Urban Legends III	3 Cross-Cultural Competence: Can We Define, Measure, and Develop It?	4 Evidence of Validity and Best Practices for Utilizing Unproctored Assessments	5 Test Bias Really Makes Me Mad
11:00 AM	16 TIP-TOPics for Students Presents: Sticky Situations in Graduate School	17 Coaching Women Leaders: Audience, Issues, and Approaches	18 Helping Orgs: Making a Difference w/ I-O	19 Leadership Development: Design, Development, and Integration	20 Measuring Emotional Intelligence: How, and Why?	21 Multilevel Modeling: Application to Cross-Sectional and Longitudinal Designs				
11:30 AM										22 Stop Going to Work: Telecommuting and Telework
12:00 PM			26 Leveraging Employee Survey Measures During Transformation				27 Optimizing HR: Tracking the Return on Investments in People	28 Comparison of Closed vs. Open Succession Mgnt Processes in Orgs	29 New Perspectives on Individual Differences in Work–Family Research	
12:30 PM	37 Ethical Issues in Personnel Selection	38 Why Pay Attention to Cultural Issues in Organizations?		39 On-the-Job Experiences: Training for Leaders	40 Individual Assessment: Does the Research Support the Practice?	43 Adverse Impact: A Review of Practical, Statistical, and Legal Issues				41 Motivation: Opening Pandora's Box
1:00 PM										
1:30 PM			48 The Current State of Master's Level Education in I-O Psychology	49 Personality in the Workplace: Advances in Measurement and Assessment			50 Leadership Coaching Effectiveness	51 Life in a Consortium: Using Benchmarking to Drive Org Change		52 Measuring Personality is Really Easy
2:00 PM	59 Market Research as a Viable Career Path for I-O								60 Scientist-Practitioner Gap: Sr Execs Identify Critical	
2:30 PM										
3:00 PM	Coffee Break									
3:30 PM	62 Proposal for a Cross-Cultural Applicant Reactions Research Incubator	63 Emerging Issues in I and O Psychology Research	64 Exploring Testing Environment Effects Beyond Proctored vs. Unproctored	65 What Does Employee Engagement Predict?	66 Validation Research Strategies: Ensuring Situational Sufficiency	67 It's Your World: Realistic Simulations for Complex Jobs	68 Alternative Methods of Assessing Noncognitive Predictors	69 Advancing Work/Job Analysis: Challenges and Opportunities	70 Criterion Space: Obj Metrics/ Criterion-Related Validation	71 Ethics: Not on My Watch
4:00 PM										
4:30 PM										82 Training your Staff in 10 Easy Seconds
5:00 PM										
5:30 PM										
6:00 PM	201 Top Posters									
6:30 PM										

Thursday Special Events:

PLENARY SESSION: PRESIDENTIAL ADDRESS, KEYNOTE ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS
8:00–10:00 AM Continental Ballroom 1–6 (Ballroom Level)

THURSDAY THEME TRACK: Individual-Organizational Health
Six sessions focusing on individual-organizational health, Grand Ballroom A.

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS
5:00–6:00 PM Union Square 23–24 (Fourth Floor)

	Franciscan A	Franciscan B	Franciscan C	Grand Ballroom A	Grand Ballroom B	Imperial A	Imperial B	Yosemite A	Yosemite B	Yosemite C
7:30 AM	Coffee Break									
8:00 AM										
8:30 AM										
9:00 AM										
9:30 AM										
10:00 AM	Coffee Break									
10:30 AM	6 Issues in IRT	7 Empowering Leadership: Theoretical Extensions Across Levels and Cultures	8 Contingent Incentives… Good or Bad for Work Motivation?	9 Individual–Org Health: Keynote Session	10 Org Justice/ Leadership/ Teaching I-O/ Student Issues	11 Retaining/ Engaging Employees during Transitions	12 Moving the Culture Needle: A How-To Discussion	13 Cultural Influences in Global Testing: Holistic Approach to Inference Validity	14 Complex Problems, Simple Solutions: Research in Applicant Faking	15 Exploring Linkages Between Diversity and Work–Family Research
11:00 AM										
11:30 AM					23 Deviance/ Innovation/ Creativity	24 Adverse Impact, Practical Significance, and Validation Evidence: Issues/Options	25 Cutting-Edge Talent Management Practices in Organizations			
12:00 PM	30 Issues in Multilevel Research	31 Occupational Analysis in a Rapidly Changing Workplace: O*NET System	32 Implementing Selection Systems Across Locations: Challenges/ Lessons	33 Individual–Org Health: Consequences of Mergers				34 Job Analysis Deliverables to Integrate/Align HR Practices	35 Examining Faking Using Within-Subjects Designs and Applicant Data	36 Creativity and Innovation: Personal, Contextual, and Team Characteristics
12:30 PM					42 Careers/ Mentoring/ Retirement/ Socialization					
1:00 PM				44 Individual–Org Health: Leading for Health		45 Unconventional Thinking About Leadership	46 Studying Organizational Justice Through a Kaleidoscope of Theoretical Lenses	47 Measuring Workplace Creativity: New Concepts and Tools		
1:30 PM	53 Teaching and Training of I-O Psychologists	54 Work–Family Affective Experiences That Reduce Conflict and Improve Health	55 The Best Laid Plans: Action Planning in the Real World		56 Emotions at Work/Emotional Labor/Judgment/ Decision Making				57 The Long and Winding Road: Career Pathing for Talent Management	58 I-O War Stories: Facing and Learning From Professional Mishaps
2:00 PM				61 Individual–Org Health: Selecting for Health/Safety						
2:30 PM										
3:00 PM		Coffee Break								
3:30 PM	72 Executive Assessment	73 What Happens After Job Loss? Process-Oriented Perspectives on Job Search	74 Improving Organizational Effectiveness and Innovation Through Social Networks	75 Individual–Org Health: Integrating Health Into Work-Nonwork Rsrch/Practice	76 Global/Cross-Cultural Issues/ Coaching/Training/Leadership	77 Experiential Learning: Grounding Ourselves in Research	78 Using Assessments for Leadership Development: Goals, Learnings, and Challenges	79 Ethics in Organizations: Context and Authority Effects on Employees	80 Innovative Applications of Job Fit to Org Needs	81 Affect and Performance: Recent Findings and New Directions for Research
4:00 PM										
4:30 PM					83 Groups/Teams				84 Business-Driven 360-Degree Feedback	
5:00 PM			85 Utilizing Identified Survey Data	86 Individual–Org Health: Acad–Pract Collaboration						
5:30 PM										
6:00 PM										
6:30 PM										

Master Tutorial (CE Available)		Thursday Theme Track sessions

Posters	Interactive Posters	Community of Interest

Thursday Special Events (continued):

INTERNATIONAL MEMBERS' RECEPTION
6:00–7:00 PM Yosemite C (Ballroom Level)

EVENING RECEPTION
6:00–8:00 PM Continental Ballroom (Ballroom Level)
Top Posters on display from 6:00 to 6:50

Careers/Mentoring/Retirement/Socialization
115   Roadblocks, Detours, and New Directions in Career Pathing, Continental 5, 10:30 AM
120   Interactive Posters 1 to 2, Stop Helping Me—You Are Stressing Me Out, Executive Board Rm, 10:30 AM
136   Building Successful Mentorship Programs—Research, Lessons, and Best Practices, Continental 4, 12:00PM
162   The Science and Practice of Mentoring, Franciscan A, 1:30PM
175   High-Quality Work Relationships: Integrating Streams and Charting New Waters, Continental 4, 3:30PM
182   Contrasting I-O Professionals' Experience as Internal Staff and External Consultants, Franciscan A, 3:30PM
184   Look Before You Leap: Effective Strategies for Successful Career Transitions, Franciscan C, 3:30PM

Coaching/Training/Leadership Development
91   Goals, Feedback, and Performance: A Dynamic Self-Regulation Perspective, Continental 6, 8:00 AM
111   Measuring the Impact and Value of Executive Coaching, Continental 1, 10:30 AM
129   Increasing Access to Leadership Development, Continental 1, 11:30 AM
140   Aging and Industrial and Organizational Psychology, Franciscan A, 12:00PM
179   Leadership Development That Works: Keys to Realizing Objectives, Continental 8, 3:30PM

Consulting Practices/Ethical Issues
181   Interactive Poster 1: China: Where is Richard Nixon When We Need Him?, Executive Board Rm, 3:30PM

Counterproductive Behavior/Workplace Deviance
127   Bringing the Relationship Into the Experience of Workplace Aggression, Yosemite B, 10:30 AM
153   How Rude! Investigating the Complexity of Disrespectful Behaviors at Work, Continental 8, 1:00PM

Executive Committee Invited Sessions
88   Creative Possibilities for Federal Funding of I-O Scientists, Continental 3, 8:00 AM
106   SIOP's New Journal: Continuing the Dialog on Employee Engagement, Continental 3, 9:00 AM
113   The I-O "Brand": A Meeting on SIOP Visibility and Image, Continental 3, 10:30 AM
152   Town Hall Meeting, Continental 3, 1:00PM
168   I-O Psychology Practitioners–What Do They Want From the Profession?, Continental 3, 2:00PM
174   Current Issues in I-O Practice, Continental 3, 3:30PM

Emotions at Work/Emotional Labor
100   Understanding Emotional Labor in I-O, Franciscan C, 8:30 AM
130   When Good Things Happen to Others: Envy and Firgun Reactions, Continental 8, 11:30 AM
131   Interactive Posters 1 to 4: I Second That Emotion, Executive Board Rm, 11:30 AM
149   Poster 1: Poster Session, Grand Ballrm B, 12:30PM
178   Explanatory Mechanisms Linking Positive Work Experiences to Behavior and Well-Being, Continental 7, 3:30PM

Global/International/Cross-Cultural Issues
95   Empirical Advances in Expanding the Cultural Intelligence Nomological Network, Imperial B, 8:00 AM
108   Interactive Posters 1 to 4:, Expatriates: Go Back Home, Executive Board Rm, 9:00 AM
110   Organizational Survey Norming, Validation, and Feedback in a Global Environment, Imperial B, 9:00 AM
118   Global Selection Systems: Case Studies and Lessons Learned, Continental 8, 10:30 AM
143   Global Versus Local Personality Norms: The Whens, Whys, and Hows, Grand Ballrm A, 12:00PM
173   Perspectives of I-Os in Global Companies: Insights, Issues, and Challenges, Continental 2, 3:30PM
181   Interactive Poster 2 to 3: China: Where is Richard Nixon When We Need Him?, Executive Board Rm, 3:30PM
186   Posters 1 to 2: Poster Session, Grand Ballrm B, 3:30PM
190   Global and Multilingual Assessments: Examination of Field Selection Data, Yosemite B, 3:30PM
195   Developing Global Leaders: Nagging Questions and Considered Answers, Imperial B, 4:30PM

Groups/Teams
102   Regulatory Focus and Goal Orientation: Exploring Team-Level Validity and Outcomes, Yosemite A, 8:30 AM
150   Leading the Team, and Above, Yosemite B, 12:30PM

Human Factors/Ergonomics
164   Posters 1 to 3: Poster Session, Grand Ballrm B, 1:30PM

Inclusion/Diversity (e.g., sexual orientation, race, sex)
103   Diversity Mindsets: Their Nature, Development, and Implications for Organizations, Yosemite B, 8:30 AM
119   Weight-Based Bias in the Workplace, Continental 9, 10:30 AM
132   Poster 1: Poster Session, Grand Ballrm B, 11:30 AM
141   Doing Diversity Right: A Research-Based Approach to Diversity Management, Franciscan B, 12:00PM
172   The Marginalized Workforce: How I-O Psychology Can Make a Difference, Continental 1, 3:30PM
194   Posters 1 to 16: Poster Session, Grand Ballrm B, 4:30PM

Innovation/Creativity
156   Creative and Innovative Processes in Teams: Dealing With Inherent Messiness, Continental 2, 1:30PM
196   Enabling Innovation in Organizations–2007 Leading Edge Consortium Session, Yosemite B, 4:30PM

Invited Addresses
101   Program Committee Invited Address–Emotional Skills, Grand Ballrm A, 8:30 AM
122   Program Committee Invited Address–Workforce Intelligence: The Predictive Initiative, Grand Ballrm A, 10:30 AM

Job Analysis/Job Design/Competency Modeling
123   Posters 1 to 5: Poster Session, Grand Ballrm B, 10:30 AM
186   Poster 3: Poster Session, Grand Ballrm B, 3:30PM
200   Illuminating the "Murky Ground": Linking Context Theory to Empirical Research, Continental 4, 5:00PM

Job Attitudes
149   Posters 2 to 15: Poster Session, Grand Ballrm B, 12:30PM
171   Promoters and Detractors: Customer Loyalty Research's Influence on Employee Engagement, Yosemite B, 2:00PM
186   Posters 4 to 29: Poster Session, Grand Ballrm B, 3:30PM
198   More Survey Ponderables: Questions and Answers on Effective Employee Surveys, Continental 2, 5:00PM

Job Performance/Citizenship Behavior
120   Interactive Posters 3 to 4: Stop Helping Me—You Are Stressing Me Out, Executive Board Rm, 10:30 AM
164-4   Posters 4 to 24: Poster Session, Grand Ballrm B, 1:30PM

Leadership
125   Intersecting Questions at the Leading Edge of Leadership Research, Imperial B, 10:30 AM
138   Leading Destructively: A Theoretical and Empirical Examination of Destructive Leaders, Continental 6, 12:00PM
149   Posters 16 to 32: Poster Session, Grand Ballrm B, 12:30PM
159   Integrating Leadership and Organizational Justice: The Next Phase, Continental 6, 1:30PM
163   The Importance, Assessment, and Development of Flexible Leadership, Grand Ballrm A, 1:30PM
177   Holistic Approaches to Leadership Research, Continental 6, 3:30PM
183   Content Analysis in Leadership Research: Advantages and Practical Considerations, Franciscan B, 3:30PM

Legal Issues/Employment Law
123   Posters 6 to 7: Poster Session, Grand Ballrm B, 10:30 AM
157   Update in Wage and Hour Litigation, Continental 4, 1:30PM
185   International Perspectives on the Legal Environment for Selection, Grand Ballrm A, 3:30PM

Measurement/Statistical Techniques
114   Update on Neural Networks in I-O Psychology, Continental 4, 10:30 AM
132-2 Posters 2 to 15: Poster Session, Grand Ballrm B, 11:30 AM
145   Psychometric Properties of Conditional Reasoning Tests, Yosemite A, 12:00PM
199   Estimating Subscales Using IRT, Continental 3, 5:00PM

Motivation/Rewards/Compensation
96   Self-Determination Theory in the Workplace, Continental 2, 8:30 AM
128   Factors That Effect Personal Goals and Self-Regulation Processes Over Time, Yosemite C, 10:30 AM
132   Poster 16 to 29: Poster Session, Grand Ballrm B, 11:30 AM
146   Performance Approach-Avoidance Motivation and Task Performance, Yosemite C, 12:00PM
164   Poster 25: Poster Session, Grand Ballrm B, 1:30PM

Occupational Health/Safety/Stress & Response
109   Posters 1 to 27: Poster Session, Grand Ballrm B, 9:00 AM
121   Occupational Health in Organizations, Franciscan A, 10:30 AM
134   Reversing the Flow: How Customer Behaviors Impact Service Employees, Continental 2, 12:00PM
148   Interactive Posters 1 to 4: Please Watch Your Step: Safety First, Executive Board Rm, 12:30PM

Organizational Culture/Climate
107   Workplace Civility and Incivility: Implications for Healthcare, Continental 7, 9:00 AM
117   Associate Engagement in Asia–Myth or Mystery, Continental 7, 10:30 AM
181   Interactive Poster 4: China: Where is Richard Nixon When We Need Him?, Executive Board Rm, 3:30PM

Organizational Justice
98   Organizational Justice, Franciscan A, 8:30 AM

Organizational Performance/Change/Downsizing/OD
97   Perspectives on the Engagement Journey: Implementation Strategy and Tactics, Continental 9, 8:30 AM
132   Poster 30: Poster Session, Grand Ballrm B, 11:30 AM
133   Leading Change From Different Levels of the Organization, Imperial A, 11:30 AM
164   Posters 26 to 29: Poster Session, Grand Ballrm B, 1:30PM
191   Unveiling the Intangible: Use of Social Network Analysis in Organizations, Yosemite C, 3:30PM

Performance Appraisal/Feedback
126   Examining the Psychometric Soundness of Multisource Ratings: Alternate Approaches, Yosemite A, 10:30 AM
154   Performance Management Processes That Drive Business Results, Continental 9, 1:00PM
161   Interactive Posters 1 to 4: A 360 View of Multisource Feedback Instruments Executive Board Rm, 1:30PM
189   Feedback Environment and Feedback Seeking: The Role of the Trusted Supervisor, Yosemite A, 3:30PM

Personality
147   Face It: The Predictive Validity of Personality Facets, Continental 7, 12:30PM

Research Methodology (e.g., surveys)
89   Dynamic Research in I-O Psychology, Continental 4, 8:00 AM
132   Posters 31 to 32: Poster Session, Grand Ballrm B, 11:30 AM
142   Conceptual and Methodological Issues in Analyzing Changes Over Time, Franciscan C, 12:00PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession/workforce planning, etc.)
90   Advances in Front-Line Leader Selection, Continental 5, 8:00 AM
104   Beyond the Cover Story: Research-Grounded Insights Into Millennial-Generation Employees, Yosemite C, 8:30 AM
112   Internet Testing: Current Issues, Research, Solutions, Guidelines, and Concerns, Continental 2, 10:30 AM
123   Posters 8 to 31: Poster Session, Grand Ballrm B, 10:30 AM
139   Executive Succession: Real-World Challenges, Continental 9, 12:00PM
151   English Language Proficiency and Cultural Issues in U.S.-Based Selection Assessment, Continental 1, 1:00PM
166   Does Age Really Matter? Generational Differences in the Workplace, Yosemite C, 1:30PM
176   What Companies Are Really Doing About the Generation Gap, Continental 5, 3:30PM
193   Interactive Posters 1 to 4: This Isn't Your Father's Recruiting System, Executive Board Rm, 4:30PM

Strategic HR/Utility/Changing Role of HR
87   Talent Management and Enterprise Software: Trials, Tribulations, and Trends, Continental 1, 8:00 AM
123   Poster 32: Poster Session, Grand Ballrm B, 10:30 AM
155   I-O Innovations in the Intelligence and Defense Community, Imperial A, 1:00PM
169   Conducting Applied I-O Research: Pitfalls and Opportunities, Continental 9, 2:00PM

Teaching I-O Psychology/Student Affiliate Issues/Professional Development
94   Service Learning as an I-O Teaching Method: Stakeholders' Lessons Learned, Imperial A, 8:00 AM
124   Developing Applied Experiences for Undergraduate and Graduate I-O Psychology Students, Imperial A, 10:30 AM
135   Exec. Comm. Invited Session: Education and Training in I-O Psychology: Open Meeting of Educators, Continental 3, 12:00PM
167   Maintaining Sound Science in Business: Strategies for Newly Minted I-Os, Continental 1, 2:00PM
170   Key Elements of Successful Applied Experiences During Master's Level Training, Imperial B, 2:00PM
187   Reviewing the Reviewers: Editors' Reflections on Reviewer Comments, Imperial A, 3:30PM
192   When I-O Isn't *Officially* Your Job, Continental 6, 4:30PM

Testing/Assessment (e.g., selection methods, validation, predictors, etc.)
92   The Fourth Dimension: How Response Times Impact Test Performance, Continental 7, 8:00 AM
93   Test Validity: A Multiple Stakeholder Approach, Continental 8, 8:00 AM
105   Driving International Selection Excellence: Practical Lessons in Global Implementation, Continental 1, 9:00 AM
116   Computer Adaptive Testing (CAT) and Personnel Selection, Continental 6, 10:30 AM
137   Applicant Retesting Policy: Key Considerations and Best Practices, Continental 5, 12:00PM
158   Current Issues in Internet Assessment—The Providers' View, Continental 5, 1:30PM
160   Assessments Used for Employee Development: Individual and Organizational Outcomes, Continental 7, 1:30PM
165   Reexamining Assessment Centers: Alternate Approaches, Yosemite A, 1:30PM
188   Development of a Multi-Agency Certification System for DoD Adjudicators, Imperial B, 3:30PM
197   Developing Selection Testing Systems: When Things Get Tough, Continental 1, 5:00PM

Work and Family/Non-Work Life/Leisure
99   Work–Life Balance: Good Research/Good Practice, Franciscan B, 8:30 AM
144   The Benefits of Nonwork Experiences for Employee Health and Performance, Imperial B, 12:00PM
180   Creating a Culture of Work–Life Flexibility, Continental 9, 3:30PM
186   Poster 30: Poster Session, Grand Ballrm B, 3:30PM
194   Posters 17 to 32: Poster Session, Grand Ballrm B, 4:30PM

87. Roundtable Discussion/Conversation Hour: 8:00 AM–8:50 AM
Continental 1

Talent Management and Enterprise Software: Trials, Tribulations, and Trends

This session will have high audience participation and involvement through a facilitated discussion by experts in the fields of enterprise software and talent management solutions. The facilitated discussion will cover the audiences' questions, thoughts, lessons learned, and impressions of integrating talent management content and processes with enterprise software.

Tobin V. Anselmi, Creative Metrics, *Host*
Lisa Kobe Cross, Taleo, *Host*

Submitted by Nathan Mondragon, nmondragon@taleo.com

88. Special Events: 8:00 AM–8:50 AM
Continental 3

Executive Committee Invited Session: Creative Possibilities for Federal Funding of I-O Scientists

This panel will consist of several key representatives from various federal funding agencies in Washington, DC, including the National Institutes of Health and the National Science Foundation. Panelists will be prepared to address opportunities available to I-O scientists with concrete suggestions for application (e.g., grant mechanisms, relevant program staff to contact). Because NIH is not traditionally known for funding this area of behavioral science, some emphasis will be placed on that agency.

Barbara Wanchisen, Federation of Behavioral, Psychological, and Cognitive Sciences, *Chair*
Jacqueline Meszaros, National Science Foundation, *Panelist*
Anita Miller Sostek, National Institutes of Health, *Panelist*

89. Master Tutorial: 8:00 AM–9:50 AM
Continental 4
Two (2) CE credits for attending! Register at the session.

Dynamic Research in I-O Psychology

This tutorial aims to better incorporate time in the design of research studies. After contrasting timeless and time-based research, 4 topics will be addressed: dynamic conceptualization of phenomena, use of a strategic framework for generating temporal research questions, making temporal research designs (incl. sampling, measurement), and temporal analysis.

Robert A. Roe, University of Maastricht, *Presenter*

Submitted by Robert Roe, r.roe@os.unimaas.nl

90. Panel Discussion: 8:00 AM–9:50 AM
Continental 5

Advances in Front-Line Leader Selection

Organizations seeking to implement selection procedures for front-line leaders (e.g., team leaders) often encounter unique challenges that do not exist at other job levels.

This panel includes HR professionals and consultants who have developed, validated, and implemented selection systems for front-line leaders in a variety of organizations.

Brad A. Chambers, Aon Consulting, *Chair*
John H. Golden, Bank of America, *Panelist*
Gregory Schmidt, University of South Florida, *Panelist*
Larissa Linton, PDRI, *Panelist*
Donna Ashe Rodriguez, Drug Enforcement Administration, *Panelist*
Stacia J. Familo-Hopek, UPS, *Panelist*
Kristopher Fritsche, EMBARQ, *Panelist*
Lee J. Konczak, Anheuser-Busch Companies, Inc., *Panelist*

Submitted by Brad Chambers, brad_chambers@aon.com

91. Symposium/Forum: 8:00 AM–9:50 AM
Continental 6

Goals, Feedback, and Performance: A Dynamic Self-Regulation Perspective

This symposium discusses research on self-regulatory processes and how they unfold across time. Specifically, it examines the cognitive and affective processes involved in self-regulation and how they influence training and work-related outcomes such as learning, performance, and adaptation. The research also examines how situational factors and individual differences influence self-regulation.

Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, *Chair*
Katherine Ely, George Mason University, *Chair*
Katherine Ely, George Mason University, Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, Kristina N. Bauer, Cordelia Maguire, Advanced Distributed Learning Co-Laboratory, Ashley Faig, Marymount University, *An Integrated Model of Self-Regulation: Meta-Analytic Evidence*
John J. Donovan, Rider University, Steven Lorenzet, Rider University, Stephen A. Dwight, Novo Nordisk, Dan Schneider, Sepracor Inc., *The Effects of Goal-Performance Discrepancies on Subsequent Goals and Effort*
Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, Kristina N Bauer, Katherine Ely, George Mason University, *Distractions in Training: Effects on Self-Regulation and Learning*
Dustin Jundt, Michigan State University, Goran Kuljanin, Michigan State University, Paul Curran, Michigan State University, Steve W. J. Kozlowski, Michigan State University, *Adaptive Guidance, Performance Norms, and Goal Orientation: Effects on Performance*
Aaron M. Schmidt, University of Akron, Gregory Northcraft, University of Illinois at Urbana-Champaign, Susan J. Ashford, University of Michigan, *Feedback and the Rationing of Attention Among Competing Demands*
Goran Kuljanin, Michigan State University, Guihyun Park, Michigan State University, Paul Curran, Michigan State University, Anthony S. Boyce, Michigan State University, Richard P. DeShon, Michigan State University, Steve W. J. Kozlowski, Michigan State University, *The Effects of Feedback on Self-Regulation, Resource Allocation, and Adaptation*
Ruth Kanfer, Georgia Institute of Technology, *Discussant*

Submitted by Katherine Ely, kely@gmu.edu

92. Symposium/Forum: 8:00 AM–8:50 AM
Continental 7

The Fourth Dimension: How Response Times Impact Test Performance

The amount of time that is allotted to complete a test is an important but often overlooked factor when designing selection systems. This symposium examines how response times influence applicant drop-out rates, interview performance, biodata/personality scores, faking, cognitive ability scores, and construct validity.

Kyle E. Brink, Personnel Board of Jefferson County, *Chair*
Jolene M Meyer, PreVisor, Pamela Congemi, PreVisor, Abby Miller, PreVisor, *Evaluating Indicators of Applicant Dropout in Selection Assessments*
Rance Allman, Personnel Board of Jefferson County, Michael Sutton, Personnel Board of Jefferson County, *Preparation Time, Response Time, and Performance on Structured Interviews*
Kyle E. Brink, Personnel Board of Jefferson County, Jeffrey L. Crenshaw, Personnel Board of Jefferson County, Martinique Alber, Auburn University, *Relationships Among Completion Time, Performance, and Faking on Biodata/Personality Measures*
Mark B. Wolf, Georgia Inst of Technology, Darrin Grelle, The University of Georgia, Tracy Kantrowitz, PreVisor, *Influence of Test Design Features on Ability and Personality Relationships*

Submitted by Kyle Brink, brinkk@pbjcal.org

93. Symposium/Forum: 8:00 AM–9:50 AM
Continental 8

Test Validity: A Multiple Stakeholder Approach

This symposium/forum addresses test validity from a multiple stakeholders approach, including business, consultants, enforcement agencies, scientists, and applicants. Different perspectives will be highlighted. The need to understand the different goals of each stakeholder will help build dialogue and reduce confusion.

Michael M. Harris, University of Missouri-St. Louis, *Chair*
Jerard F. Kehoe, Selection & Assessment Consulting, *Validity: Business Perspective*
Kevin R. Murphy, Pennsylvania State University, *Scientific Perspective*
S. Morton McPhail, Valtera Corporation, *Consultant Perspective*
Lisa Grant Harpe, Peopleclick, *Enforcement Agency Perspective*
P. Richard Jeanneret, Valtera, *Professional Guidelines Perspective*
Michael M. Harris, University of Missouri-St. Louis, Dan Ispas, University of South Florida, *Applicant Perspectives*

Submitted by Michael Harris, mharris@umsl.edu

94. Panel Discussion: 8:00 AM–9:50 AM
Imperial A

Service Learning as an I-O Teaching Method: Stakeholders' Lessons Learned

Incorporating service learning into I-O courses helps develop students' consulting skills at work and in communities, in line with the SIOP science–practice model and pro-bono values. This panel discusses students' learn-ing outcomes, community partners' benefits, faculty's nuts and bolts of course development, and challenges for stakeholders in implementing service learning.

Hannah-Hanh Dung Nguyen, California State University, Long Beach, *Chair*
Kecia M. Thomas, University of Georgia, *Panelist*
Ann Marie Ryan, Michigan State University, *Panelist*
Jennifer Z. Gillespie, Bowling Green State University, *Panelist*
Angela Minh-Tu D Nguyen, University of California, Riverside, *Panelist*
Annika Tzschatzsch, California State University, Long Beach, *Panelist*
Heather Lauzun, Michigan State University, *Panelist*

Submitted by Hannah-Hanh Nguyen, hnguyen@csulb.edu

95. Symposium/Forum: 8:00 AM–8:50 AM
Imperial B

Empirical Advances in Expanding the Cultural Intelligence Nomological Network

This symposium presents results of 4 empirical studies that expand our understanding of the nomological network of cultural intelligence, the individual capability to function effectively in culturally diverse settings. More specifically, presentations examine cultural intelligence in the context of multicultural teams, multicultural social networks, international executive potential, and expatriate performance.

Soon Ang, Nanyang Technological University, *Chair*
Ryan Fehr, University of Maryland, Eric Kuo, University of Maryland, College Park, *The Impact of Cultural Intelligence in Multicultural Social Networks*
Efrat Shokef, University of Pennsylvannia, Miriam Erez, Technion, *Cultural Intelligence and Global Identity in Multicultural Teams*
Kwanghyun Kim, Texas A&M University, Bradley Kirkman, Texas A&M University, Gilad Chen, University of Maryland, *A Process Model of Cultural Intelligence on Expatriate Job Performance*
Linn Van Dyne, Michigan State University, Soon Ang, Nanyang Technological University, K. Yee Ng, Nanyang Technological University, Christine Koh, Nanyang Technological University, *Cultural Intelligence and International Executive Potential*
Linn Van Dyne, Michigan State University, *Discussant*

Submitted by Soon Ang, asang@ntu.edu.sg

96. Symposium/Forum: 8:30 AM–9:50 AM
Continental 2

Self-Determination Theory in the Workplace

Self-determination theory is one of the most prominent theories in personality and social psychology, yet its impact on organizational research has been minimal. The purpose of this symposium is to highlight research applying self-determination theory concepts to organizational phenomena.

Lance Ferris, University of Waterloo, *Chair*
Douglas J. Brown, University of Waterloo, *Chair*
Lance Ferris, University of Waterloo, Douglas J. Brown, University of Waterloo, *The Moderating Role of Contingent Self-Esteem*

Gary J. Greguras, Singapore Management University, James
M. Diefendorff, University of Akron, *Proactive
Personality, Core Self-Evaluations, and Self-
Determination Theory*

Anja Van den Broeck, Catholic University of Leuven, Maarten
Vansteenkiste, Ghent University, Willy Lens, Catholic
University of Leuven, Bart Soenens, Ghent University,
Hans De Witte, Catholic University of Leuven, *Capturing
Autonomy, Competence, and Relatedness: Measuring
Need Satisfaction at Work*

Adam Grant, Kenan-Flagler Business School, UNC,
Socializing Self-Determination Theory

Daniel B. Turban, University of Missouri, *Discussant*

Submitted by Lance Ferris, dlferris@watarts.uwaterloo.ca

97. Symposium/Forum: 8:30 AM–9:50 AM
Continental 9

Perspectives on the Engagement Journey: Implementation Strategy and Tactics

Successful employee engagement efforts depend on
both technical merit and practitioner actions to integrate
engagement into the organization. This session explores
the perspectives of 3 different organizations, each on its
own multiyear journey to implement engagement.
Presenters reflect on the strategy employed, successes,
challenges, and lessons learned.

Carrie Christianson DeMay, Data Recognition Corp, *Chair*
Anna Chandonnet, Data Recognition Corporation, *Chair*
Terrance W. Gaylord, Payless ShoeSource, Katherine A.
Selgrade, Old Dominion University, *Integrating
Engagement Into Organizational Strategy*
Jayson Shoemaker, 3M, *3M's Courtship With Engagement*
Jennifer D. Kaufman, Dell Inc, John O. DeVille, Dell Inc.,
Soul Search: Employee Engagement at Dell
Kristofer J. Fenlason, Data Recognition Corp, *Discussant*

Submitted by Anna Chandonnet,
achandonnet@datarecognitioncorp.com

98. Community of Interest: 8:30 AM–9:50 AM
Franciscan A

Organizational Justice
Jerald Greenberg, National University of Singapore, *Host*

99. Friday Seminars: 8:30 AM–11:30 AM
Franciscan B

Work–Life Balance: Good Research/Good Practice
*Friday Seminars require advance registation as well
as an additional fee! (3 hrs. CE credit earned)*

Jeffrey H. Greenhaus, Drexel University, *Presenter*
Tammy D. Allen, University of South Florida, *Presenter*
Bennett J. Tepper, Georgia State University, *Coordinator*

100. Friday Seminars: 8:30 AM–11:30 AM
Franciscan C

Understanding Emotional Labor in I-O
*Friday Seminars require advance registation as well
as an additional fee! (3 hrs. CE credit earned)*

Alicia A. Grandey, Pennsylvania State University, *Presenter*
James M. Diefendorff, University of Akron, *Presenter*
Russell E. Johnson, University of South Florida, *Coordinator*

101. Special Events: 8:30 AM–9:50 AM
Grand Ballroom A

Program Committee Invited Address–Emotional Skills

Five emotional skills will be described with examples of
how they can be acquired: (a) becoming aware of the
impulse to become emotional before acting; (b) becoming
aware that you are acting emotionally once you have
begun to do so; (c) identifying your own unique emotional
profile, the way in which you experience your emotions;
(d) recognizing signs of concealed emotions and signs of
when emotions are first beginning in others; (e) using
information about how others are feeling constructively.

Paul Ekman, University California San Francisco, *Presenter*

102. Symposium/Forum: 8:30 AM–9:50 AM
Yosemite A

Regulatory Focus and Goal Orientation: Exploring Team-Level Validity and Outcomes

Regulatory focus and goal orientation represent leading
but separate, individual-level approaches to work moti-
vation. Three studies, employing different designs (lab-
oratory and longitudinal survey) and outcome variables
(group processes and performance) explore the potential
for developing an integrated approach to motivation in
groups and teams, combining insights from goal-orien-
tation and regulatory-focus theory.

Heleen van Mierlo, Erasmus University Rotterdam, *Chair*
Edwin A. J. Van Hooft, Erasmus University Rotterdam, *Chair*
Bianca Beersma, University of Amsterdam, Carsten K. W. De
Dreu, University of Amsterdam, *The Effects of
Regulatory Focus on Dynamic Team Decision Making*
Guihyun Park, Michigan State University, Richard P. DeShon,
Michigan State University, *Goal Orientation and
Minority Influence in Decision-Making Teams*
Heleen van Mierlo, Erasmus University Rotterdam, Edwin A.
J. Van Hooft, Erasmus University Rotterdam, *Goal
Orientation Composition, Collective Goal Orientation,
and Team Effectiveness*
Christopher O. L. H. Porter, Texas A&M University, *Discussant*

Submitted by Heleen van Mierlo, vanmierlo@fsw.eur.nl

103. Symposium/Forum: 8:30 AM–9:50 AM
Yosemite B

Diversity Mindsets: Their Nature, Development, and Implications for Organizations

This symposium includes 4 papers on diversity mind-
sets, which reflect individual and socially shared cogni-
tions about diversity. We collectively demonstrate (a)
the nature of diversity mindsets, (b) how individual and
group characteristics influence the development of
diversity mindsets, and (c) the implications of diversity
mindsets for groups and organizations.

Jana L. Raver, Queen's University, *Chair*
Daan van Knippenberg, Erasmus University Rotterdam, *Chair*
Daan van Knippenberg, Erasmus University Rotterdam,
  Diversity Mindsets: What You Believe About Diversity Makes a Difference
Jana L. Raver, Queen's University, Daan van Knippenberg, Erasmus University Rotterdam, *Personality Predictors of Diversity Beliefs and Shared Group Diversity Norms*
Wendy van Ginkel, Erasmus University Rotterdam,
  Leadership, Diversity Mindsets, and Group Performance
Lisa H. Nishii, Cornell University, *Organizational Inclusion: What Management Says Versus What They Do*
Susan Mohammed, Pennsylvania State University, *Discussant*

Submitted by Jana Raver, jraver@business.queensu.ca

104. Symposium/Forum: 8:30 AM–9:50 AM
Yosemite C

Beyond the Cover Story: Research-Grounded Insights Into Millennial-Generation Employees

Millennials are those born between 1982 and 2000. Innumerable popular press articles outline these individuals' characteristics and postulate vast employment implications. Presenters in this session verify certain such claims and refute others by empirically comparing this generation to others in the context of recruiting, hiring, and job effectiveness.

Evan F. Sinar, Development Dimensions International, *Chair*
Andrew Michael Biga, Procter & Gamble, Angela K. Pratt, Procter & Gamble, Robert E. Gibby, Procter & Gamble, Jennifer L. Irwin, Procter & Gamble, *Generational Differences in Online Applicant Experiences and Test Reactions*
Patrice Reid, Florida Institute of Technology, Lisa Steelman, Florida Institute of Technology, *Recruiting the Next Generation: Exploring Issues Surrounding Millennial On-Boarding*
Laurie E. Wasko, DDI, Vicki A Walia, AllianceBernstein, Evan F. Sinar, Development Dimensions International, *Millennial Generation Preferences in Unproctored Test Taking Environments*
Holly S. Payne, DDI, Jeanné Makiney, Development Dimensions International, *Generational Differences in Workplace Performance and Employee Engagement*
Jennifer J. Deal, Center for Creative Leadership, *Discussant*

Submitted by Evan Sinar, Evan.Sinar@ddiworld.com

105. Roundtable Discussion/Conversation Hour: 9:00 AM–9:50 AM
Continental 1

Driving International Selection Excellence: Practical Lessons in Global Implementation

As speed and scalability become more critical to business success, talent selection will need to respond similarly. This roundtable will discuss the practical considerations for I-O practitioners to leverage assessment and selection processes and expand the use globally.

Don Moretti, Bank of America, *Host*
Daniel Fontaine, Vice President of Assessment, *Host*
Caroline Bouquet, Bank of America, *Host*

Submitted by Don Moretti, don.moretti@bankofamerica.com

106. Special Events: 9:00 AM–9:50 AM
Continental 3

Executive Committee Invited Session: SIOP's New Journal: Continuing the Dialogue on Employee Engagement

SIOP's new journal, *Industrial and Organizational Psychology: Perspectives on Science and Practice*, publishes important focal articles on key topics, accompanied by a series of peer commentaries. The first issue includes an article on "The Meaning of Employee Engagement," by William Macey and Benjamin Schneider, accompanied by 13 commentaries. This session features these authors along with authors of 4 of the commentaries in a live continuation of the dialogue on employee engagement.

Paul R. Sackett, University of Minnesota, *Chair*
William H. Macey, Valtera, *Presenter*
Benjamin Schneider, Valtera, *Presenter*
Michael Frese, University of Giessen, *Presenter*
Mark Griffin, University of Sheffield, *Presenter*
Mark Royal, Hay Group, *Presenter*
Daniel A. Newman, Texas A&M University, *Presenter*

107. Symposium/Forum: 9:00 AM–9:50 AM
Continental 7

Workplace Civility and Incivility: Implications for Healthcare

This session focuses on studies involving workplace civility, incivility, and employee outcomes in health care settings. Presenters report findings from health care settings involving workplace civility and incivility and their impact on employee attitudes and behaviors. Description of an intervention to improve civility will be presented.

David Mohr, Dept of Veterans Affairs, *Chair*
Olga L. Clark, University of Hartford, Ashley M. Guidroz, Bowling Green State University, Jennifer Geimer, HumRRO, Heather Schwetschenau, Bowling Green State University, Steve M. Jex, Bowling Green State University, *Nurses Are Patient People*
David Mohr, Department of Veterans Affairs, Nicholas Warren, University of Connecticut Health Center, Michael Hodgson, Department of Veterans Affairs, *Do More Civil Workplaces Actually Have Less Incivility?*
Scott C. Moore, University of Cincinnati, Katerine Osatuke, Department of Veterans Affairs, Steven Howe, University of Cincinnati, *Modeling Turnover and Absenteeism Through Civility and Job Satisfaction Scores*
Katerine Osatuke, Department of Veterans Affairs, David Mohr, Department of Veterans Affairs, Christopher Ward, Depart ment of Veterans Affairs, Scott C. Moore, University of Cincinnati, Sue Dyrenforth, Department of Veterans Affairs, Linda Belton, Department of Veterans Affairs, *Organization Development Intervention to Increase Civility in the Workforce*

Submitted by David Mohr, redcab_us@yahoo.com

108. Interactive Posters: 9:00 AM–10:00 AM
Executive Board Room

Expatriates: Go Back Home

108-1 Barriers and Support for Expatriates: Facilitating Success

This research examined adjustment in 899 expatriates and 228 of their partners, as well as the potentially moderating role of gender, perceived organizational support, and country masculinity on work outcomes. Results support both direct and moderating relationships between predictors and outcomes. Implications for research and organizations are discussed.

Johanna Johnson, Pennsylvania State University
Rick Jacobs, Pennsylvania State University
Paula Caligiuri, Rutgers University
Submitted by Johanna Johnson, johnson.johanna@gmail.com

108-2 The Unique Influence of Multiple Mentors on Expatriate Assignments

Expatriate mentoring research is extended by examining the unique impact of mentoring provided by home and host country mentors. Results revealed that home and host country colleagues provide unique mentoring functions that predict expatriate socialization, cultural adjustment, job satisfaction, intent to remain for the assignment's duration, and intent to turnover.

Lisa Littrell, Personnel Decisions International
Kimberly Smith-Jentsch, University of Central Florida
Submitted by Lisa Littrell, drellelittrell@yahoo.com

108-3 Effects of Cultural Intelligence on Expatriate Success

This paper develops propositions for the direct and indirect effects of cultural intelligence on expatriate success outcomes (adjustment, retention and performance). It discusses the selection and training implications of cultural intelligence for international human resource practitioners.

Gloria Miller, University of Wisconsin-Milwaukee
Margaret Shaffer, University of Wisconsin-Milwaukee
Submitted by Gloria Miller, gjm@uwm.edu

108-4 Chinese HCNs' Willingness to Help Expatriates: Impact of Job Level

Using data from 132 Chinese managers, this study found that ethnocentrism, interpersonal affect, and guanxi significantly impact HCNs' willingness to offer help to expatriates and that the job level of the expatriate has a significant impact on HCN willingness to offer role information but not on willingness to offer social support.

Arup Varma, University of Loyola Chicago
Shaun Pichler, Michigan State University
Pawan Budhwar, Aston University
Submitted by Arup Varma, avarma@luc.edu

109. Poster Session: 9:00AM–10:00 AM
Grand Ballroom B
Occupational Health/Safety/Stress & Response

109-1 Dirty Work and Animal Shelters: Euthanasia-Related Strain and Coping Strategies

This study's purpose was to investigate euthanasia-related strain and coping strategies advocated among euthanasia technicians. Results indicated that euthanasia involvement predicted stress due to pressure, stress due to threat, work–family conflict, and burnout. Analysis of open-ended survey data revealed trends in euthanasia technicians' advocated coping strategies.

Benjamin Baran, University of North Carolina at Charlotte
Joseph Allen, University of North Carolina at Charlotte
Steven Rogelberg University of North Carolina at Charlotte
Christiane Spitzmuller, University of Houston
Charlie Reeve, University of North Carolina at Charlotte
Natalie DiGiacomo, Spartanburg Humane Society
Nathan Carter, Bowling Green State University
Olga Clark, University of Hartford
Lisa Teeter, Development Dimensions International
Paula Starling, Western Kentucky University
Alan Walker, East Carolina University
Submitted by Benjamin Baran, bebaran@uncc.edu

109-2 Reactions to Prescription Drugs and Medical Marijuana Among Nurses

Using a sample of 128 of nurses in an experimental study, fairness perceptions of a drug-free workplace policy were more positive than policies allowing prescription drugs or medical marijuana. In addition, drug type and legality of drug use interacted to affect perceptions of a coworker using drugs.

David Cadiz, Portland State University
Donald Truxillo, Portland State University
Talya Bauer, Portland State University
Berrin Erdogan, Portland State University
Submitted by David Cadiz, dcadiz@pdx.edu

109-3 Safety Climate and Safety Performance in UK-Based SMEs

Despite higher levels of accidents, safety management in SMEs remains underresearched. This study found SMEs had basic safety management systems in place but often struggled to implement commitment-based practices associated with safety in larger organizations. SMEs identified management, excessive regulation, and "resource poverty" as barriers to achieving better safety performance.

Sharon Clarke, The University of Manchester
Christine Flitcroft, The University of Manchester
Submitted by Sharon Clarke, sharon.clarke@manchester.ac.uk

109-4 Organizational Climate and Burnout: The Mediating Role of Interpersonal Aggression

In a survey of 2,595 research hospital personnel, we tested the postulate across 4 dimensions of organizational climate and 3 dimensions of burnout (i.e., emotional exhaustion, depersonalization, and inefficacy) that aggression mediates the relationships. The results revealed strong support for partial mediation for all models involving emotional exhaustion and depersonalization.

Steve Harvey, Bishop's University
Annie Marceau, SPB Organizational Psychology
Adele Rochon, Universite de Sherbrooke

Submitted by Francois Courcy, francois.courcy@usherbrooke.ca

109-5 Effects of Role Ambiguity and Supervisor Support on Safety Performance

Antecedents of safety performance are examined using the theoretical framework of the job demands–control–support model (Johnson & Hall, 1988). Supervisor support is shown to moderate the relationship between role ambiguity and safety performance. Future directions regarding the applicability of this model to workplace safety are discussed.

Kristin Cullen, Auburn University
Julia Walsh, Auburn University
Bryan Edwards, Auburn University
J. Craig Wallace, Oklahoma State University
Travis Tubre', University of Wisconsin-River Falls

Submitted by Kristin Cullen, cullekr@auburn.edu

109-6 Stress, Need for Recovery, and Ineffective Self-Management

This study examined the role of need for recovery in the relationship between stress and multiple self-defeating behaviors and cognitions. Results supported these relationships for the outcomes of procrastination, self-handicapping, and impulsivity. Implications for organizations are linked to the relationships between self-defeating behaviors and cognitions, and effective self-management.

Christopher Cunningham, University of Tennessee at Chattanooga

Submitted by Christopher Cunningham,
    Chris-Cunningham@utc.edu

109-7 The Effects of Exercise on Job Satisfaction: Mood Mediation Effects

Eighty-one employees at a midwestern corporation completed assessments of fitness, mood (PA & NA), and job satisfaction measures. Results revealed significant positive relationships between exercise and positive mood, positive mood and job satisfaction, and exercise and job satisfaction with a fully mediating influence of positive mood.

Emily Baumann, Southern Illinois University-Edwardsville
Catherine Daus, Southern Illinois University-Edwardsville

Submitted by Catherine Daus, cdaus@siue.edu

109-8 Financial Decision Makers' Perceptions of Safety Performance, Programs, and Personnel

This study explored corporate financial decision makers' perceptions of their companies' safety performance, programs, and personnel and their explanations for these perceptions. In addition, differences in the perceptions of corporate financial decision makers from companies of different sizes and belonging to industries with different levels of injury risk were investigated.

Sarah DeArmond, Colorado State University
Yueng-Hsiang Huang, Liberty Mutual Research Institute for Safety
Peter Chen, Colorado State University
Theodore Courtney, Liberty Mutual Research Institute for Safety

Submitted by Sarah DeArmond, dearmons@uwosh.edu

109-9 Performance Under Acute Stress: The Role of Individual Differences

The purpose of this study was to examine how coping behavior and performance under acute stress are predicted by the traits hardiness and goal orientation. The results showed that the effects of these traits on coping behavior and performance are mediated by coping style and metacognitive awareness.

Rose Delahaij, TNO/NLDA/Tilburg University 1
Tony Gaillard, TNO Defence, Security and Safety
Joseph Soeters, Netherlands Defence Academy

Submitted by Rose Delahaij, roos.delahaij@tno.nl

109-10 Work Stressors, Role-Based Performance, and Support Climate: A Moderated Model

Differential relationships between challenge and hindrance stressors and role-based performance, as well as the moderating role of organizational support climate, were examined. Challenge stressors were positively related to performance, whereas hindrance stressors were negatively related. Interestingly, organizational support climate moderated the observed relationship between challenge stressors and performance.

David Finch, Applied Psychological Techniques (APT)
J. Craig Wallace, Oklahoma State University
Bryan Edwards, Auburn University
Todd Arnold, Oklahoma State University
Michael Frazier, Oklahoma State University

Submitted by David Finch, dfinch@appliedpsych.com

109-11 Hell Is Conflict With the Supervisor?

Social support mediated the relationship between social stressors and different well-being indicators among 323 public service employees of 3 organizations. More and stronger effects were found for stressors and support related to the supervisor compared to stressors and support related to coworkers and aggregate measures of both constructs.

Simone Grebner, Central Michigan University
Achim Elfering, University of Bern
Karin Gilgen, University of Fribourg
Fabienne Probst, University of Fribourg
Karine Scheurer, University of Fribourg

Submitted by Simone Grebner, grebn1s@cmich.edu

109-12 Personality Correlates With Safety Supervisor Ratings in Multiple Job Settings

Work-related accidents result in substantial costs to organizations. This study examines the use of multiple personality scales to create a safety profile to select individuals who are more likely to be safe individuals. Results showed support for previous research as well as for the proposed scoring technique.

Matthew Lemming, University of Missouri-St. Louis
Craig Johnson, Hogan Assessment Systems
Jeff Foster, Hogan Assessment Systems

Submitted by Craig Johnson, cjohns38@gmail.com

109-13 The Effects of Partner Aggression on Work Withdrawal

Two studies were conducted that examined the effects of partner aggression on work withdrawal. In Study 1, psychological aggression predicted distraction, neglect, and performance. In Study 2, which compared physically abused women with nonabused women, physical aggression predicted distraction and neglect. These relationships were mediated by partner interference.

Manon Leblanc, Bishop's University
Julian Barling, Queen's University
Submitted by Manon Leblanc, mleblanc@ubishops.ca

109-14 Job Stress in Gender and Occupational Groups

Stressful work incidents and quantitative ratings on job stressors and strains were collected from university employees. Content analyses revealed major job stressors and strains. Both qualitative and quantitative data indicated interaction effects between gender and occupation in predicting job stressors and strains. Gender moderated job stressor–job strain relations.

Cong Liu, Hofstra University
Paul Spector, University of South Florida
Lin Shi, Beijing Normal University
Submitted by Cong Liu, cong.liu@hofstra.edu

109-15 Workplace Incivility in Chinese Employees: The Role of Core Self-Evaluations

A 2,201-case Chinese employee sample was surveyed to examine the relationships among workplace incivility, core self-evaluations, and strains at work (burnout, depression, and job satisfaction). Findings showed that core self-evaluations moderated the relationship of incivility with depression and job satisfaction but not burnout, which extended the literature of incivility.

Charleen Maher, University of South Florida
Liuqin Yang, University of South Florida
Xichao Zhang, Beijing Normal University
Paul Spector, University of South Florida
Shawn Thorp, University of South Florida
Michael Conkiln, Crocodile Kiosk, LLC
Submitted by Charleen Maher, charleen.maher@gmail.com

109-16 Goal Orientation and Approach-Avoidance Motivational Systems as Predictors of Burnout

Goal orientation and approach-avoidance motivation were found to predict burnout (Maslach Burnout Inventory) among college students. Results support a 2x2 conceptualization of goal orientation. Theoretical and applied implications are discussed.

Alicia DeCriscio, Baruch College, CUNY
Hilary Brandman, Baruch College, CUNY
Allison Manipella, Baruch College, CUNY
Megan Ryan, Baruch College, CUNY
Jessica Youdim, Baruch College, CUNY

Loren Naidoo, Baruch College, CUNY
Submitted by Loren Naidoo, loren_naidoo@baruch.cuny.edu

109-17 The Interaction Between Personality and Person–Job Fit on Strains

The moderating effect of core self-evaluation on the relationship between person–job (P–J) fit and subjective well-being was investigated. Aspects of subjective well-being measured included depression, anxiety, and happiness. The combined effect of core self-evaluation and P–J fit significantly predicted happiness but not depression and anxiety.

Hyung Park, Central Michigan University
Annalyn Jacob, Central Michigan University
Matthew Monnot, Central Michigan University
Stephen Wagner, Central Michigan University
Submitted by Hyung Park, iris0606@hotmail.com

109-18 Mediators of Relationship Between Stressors and Psychological Outcomes

This paper examined the potential unique mediation effects of depressive and physical symptoms (considered manifestations of stress) on the relationship between role stressors and psychological outcomes, job tension, and turnover intentions. Results show some full and partial mediation for job tension but none for turnover intentions.

Virginia Pitts, Colorado State University
Zinta Byrne, Colorado State University 2 1048
Submitted by Virginia Pitts, vpitts@simla.colostate.edu

109-19 Organizational Justice and Psychological Distress: Test of Moderating Effects

The purpose of this study is to examine the moderating effect of coworker support and work autonomy on the relationships that distributive justice and procedural justice have with psychological distress. Results, based on 248 prison employees, corroborate the moderating effect of coworker support and partially that of work autonomy.

Vincent Rousseau, University of Montréal
Salwa Salek, HEC Montréal
Caroline Aubé, HEC Montréal
Estelle Morin, HEC Montréal
Jean-Sebastien Boudrias, University of Montréal
Submitted by Vincent Rousseau, vincent.rousseau@umontreal.ca

109-20 Craving Fat–A Look at How Stressors Impact Eating Behavior

The purpose of this study is to use the demand-control as a foundation to examine control issues in predicting unhealthy eating behavior. In a multilevel diary study, it was found that autonomy and workplace eating norms moderated the relationship between work–family conflict (WFC) and percent of fat intake at work.

Cristina Rubino, University of Houston
Christiane Spitzmuller, University of Houston
Submitted by Cristina Rubino, rubino003@hotmail.com

109-21 Economic Stress and Turnover in American and Chinese Employees

This paper proposes a stressor–strain–outcome model of economic stress and turnover. Using newly-developed Perceived Income Adequacy and Economic Strain Scales, competing stress models in American and Chinese samples were tested. Although the best-fitting model differed across the 2 samples, both models supported the effects of economic stressors on retention outcomes.

Lindsay Sears, Portland State University
Robert Sinclair, Portland State University
Mo Wang, Portland State University
Junqi Shi, Peking University
Submitted by Lindsay Sears, sears@pdx.edu

109-22 Role Overload and Underload in Relation to Stress and Health

There have been many tests of the demand-control model of work stress. However, no studies have examined how the model may differentially apply to role overload versus underload conditions. Results indicate that different controls may in fact buffer different job demands for role overload and match, but not underload.

Kenneth Shultz, California State University-San Bernardino
Mo Wang, Portland State University
Deborah Olson, Olson Consulting Associates
Submitted by Kenneth Shultz, kshultz@csusb.edu

109-23 Reactions to Prescription Drugs and Medical Marijuana in the Workplace

Using a sample of 157 employed adults in an experimental study, perceptions of employer drug policies and a coworker using drugs were affected by the legality of the drug use and whether an explanation was provided. Type of drug used (marijuana versus prescription drug) had few effects.

Donald Truxillo, Portland State University
David Cadiz, Portland State University
Talya Bauer, Portland State University
Berrin Erdogan, Portland State University
Submitted by Donald Truxillo, truxillod@pdx.edu

109-24 Convergent and Discriminant Validity of the Workplace Exclusion Scale (WES)

The purpose of this study was to establish validity estimates for the Workplace Exclusion Scale, a measure designed to assess experiences of workplace exclusion. Results provide evidence of convergent and discriminant validity and support for the ability of the WES to distinguish between employees experiencing varying levels of exclusion.

Robert Hitlan, University of Northern Iowa
Benjamin Walsh, University of Connecticut
Submitted by Benjamin Walsh, benmikewalsh@gmail.com

109-25 Expanding the Challenge-Hindrance Stressor Framework: Examining Turnover and OCBs

A model is presented that describes a process through which a dual dimensionality framework of experienced work stress affects turnover intentions and 2 types of OCBs through 3 mechanisms: strains, job satisfaction, and work self-efficacy. Using multisource data, the results indicate partial support for the model.

Jennica Webster, Central Michigan University
Terry Beehr, Central Michigan University
Neil Christiansen, Central Michigan University
Submitted by Jennica Webster, webst1jr@cmich.edu

109-26 When Self-Identity Meets Occupational Stress

This study investigated the relationship among social stressors, self-identity, and counterproductive work behavior with a 361-case employee sample from China. The results indicated the moderating effect of relational identity between interpersonal justice and counterproductive work behavior, and that of collective identity between work–family conflict and counterproductive work behavior.

Liuqin Yang, University of South Florida
Russell Johnson, University of South Florida
Xichao Zhang, Beijing Normal University
Paul Spector, University of South Florida
Submitted by Liuqin Yang, lyang2@mail.usf.edu

109-27 The Stress in General Scale Revisited: A One-Factor Structure

This study was conducted to test a 1-factor structure for the Stress in General scale and examine new items. Using a new sample and a theoretically developed scoring mechanism, a 1-factor SIG scale was identified. A convergent and discriminant validity of the new scale was established.

Maya Yankelevich, Bowling Green State University
Alison Broadfoot, Bowling Green State University
Jennifer Gillespie, Bowling Green State University
Michael Gillespie, Denison Consulting
Ashley Guidroz, Bowling Green State University
Submitted by Maya Yankelevich, mayay@bgsu.edu

110. Symposium/Forum: 9:00 AM–9:50 AM
Imperial B

Organizational Survey Norming, Validation, and Feedback in a Global Environment

Organizational surveys are an integral part of organizational development and human resource initiatives. Although many things can detract from the success of these efforts, this symposium will outline 3 research–practitioner collaborations that provide best practices for norming, translations, and survey feedback in a global environment.

Ashley M. Guidroz, Bowling Green State University, *Chair*
Michael A. Gillespie, Denison Consulting, *Chair*
Ashley M. Guidroz, Bowling Green State University, Maya

Yankelevich, Bowling Green State University, Michael A. Gillespie, Denison Consulting, Patricia Barger, Bowling Green State University, Michael J. Zickar, Bowling Green State University, *Methodological Considerations for Creating and Utilizing Organizational Survey Norms*

Nathan T. Carter, Bowling Green State University, Lindsey M. Kotrba, Denison Consulting, Michael A. Gillespie, Denison Consulting, Michael J. Zickar, Bowling Green State University, Dalia L. Diab, Bowling Green State University, Shuang Yueh Pui, Bowling Green State University, Bing C Lin, Bowling Green State University, *Substantive Versus Quantitative Determination of Comparability in Organizational Culture Surveys*

Gabriel M. De La Rosa, Bowling Green State University, *Practices, Considerations in Global Employee Survey Feedback and Action Planning*

Submitted by Ashley Guidroz, aguidro@bgnet.bgsu.edu

111. Roundtable Discussion/Conversation Hour: 10:30 AM–11:20 AM
Continental 1

Measuring the Impact and Value of Executive Coaching

The topic of ROI of executive coaching often evokes skepticism, even among industry professionals. The group will discuss experiences and efforts to develop meaningful methodologies for measuring the impact of executive coaching. The hosts draw upon experience developing and implementing a survey-based methodology with BoozAllenHamilton, CreditSuisse, Deloitte, Citigroup, and Wachovia.

Derek A. Steinbrenner, Cambria Consulting, *Host*
Barry Schlosser, Clarity Consulting Corp., *Host*
Derek A. Steinbrenner, Cambria Consulting, *Host*
Barry Schlosser, Clarity Consulting Corp., *Host*
Syd Snyder, Deloitte, *Discussant*

Submitted by Derek Steinbrenner, dsteinbrenner@cambriaconsulting.com

112. Panel Discussion: 10:30 AM–11:50 AM
Continental 2

Internet Testing: Current Issues, Research, Solutions, Guidelines, and Concerns

This panel will identify practice and research issues in unproctored, Internet testing and highlight the guidelines for Internet testing that currently exist. The panelists will identify business, legal, and ethical concerns about the practice and suggest a variety of solutions to the specified problem and concerns.

Nancy T. Tippins, Valtera, *Chair*
Winfred Arthur Jr., Texas A&M University, *Panelist*
Dave Bartram, SHL Group PLC, *Panelist*
Eugene Burke, SHL, *Panelist*
David Foster, Kryterion, *Panelist*
Kenneth Pearlman, Independent Consultant, *Panelist*

Submitted by Nancy Tippins, ntippins@valtera.com

113. Special Events: 10:30 AM–11:50 AM
Continental 3

Executive Committee Invited Session: The I-O "Brand": A Meeting on SIOP Visibility and Image

SIOP members will have an opportunity to hear and provide input on issues related to our identity and brand as a profession. The selection of a PR firm for SIOP will be reviewed, and inputs for their work will be discussed. Early work products from the firm will be presented.

Joel Philo, JCPenney, *Chair*
Douglas H. Reynolds, Development Dimensions International, *Presenter*
Becca A. Baker, North Carolina State University, *Presenter*

114. Master Tutorial: 10:30 AM–11:50 AM
Continental 4
One and one-half (1½) CE credits for attending! Register at the session.

Update on Neural Networks in I-O Psychology

Artificial neural networks (ANNs) are nonparametric function simulators used to model complex interactions in large data sets. They have been used successfully for exploratory, confirmatory, and operational modeling in organizational research. Participants will receive an update on developments involving ANNs in I-O research and practice.

David J. Scarborough, Unicru, Inc./Black Hills State University., *Presenter*
Mark J. Somers, New Jersey Institute of Technology/Rutgers-Newark, *Presenter*

Submitted by David Scarborough, davidscarborough@kronos.com

115. Panel Discussion: 10:30 AM–11:50 AM
Continental 5

Roadblocks, Detours, and New Directions in Career Pathing
Organizations are increasingly interested in developing career paths to specify the distinct paths employees may take to progress. Capturing and presenting career paths is challenging, particularly in dynamic organizations. This panel brings internal and external practitioners together to share their insights and lessons learned from developing and implementing career paths.

Caroline C. Cochran, Personnel Decisions Research Institutes, *Chair*
Emily E. Duehr, Personnel Decisions Research Institutes, *Chair*
Timothy Buckley, U.S. Office of Personnel Management, *Panelist*
Gary W. Carter, Personnel Decisions Research Institutes, *Panelist*
Kevin W. Cook, Development Dimensions International, *Panelist*
Vicki L. Flaherty, IBM, *Panelist*
Christelle C. LaPolice, Personnel Decisions Research Institutes, *Panelist*

Submitted by Emily Duehr, emily.duehr@pdri.com

116. Symposium/Forum: 10:30 AM–11:50 AM
Continental 6

Computer Adaptive Testing (CAT) and Personnel Selection

This session will focus on the research and application of computer adaptive testing (CAT) in personnel selection contexts. Experienced presenters will provide the audience with insight and findings based on a variety of CAT programs and applications from the public and private sectors.

Michael S. Fetzer, PreVisor, **Chair**
Sara E. Lambert, PreVisor, Michael S. Fetzer, PreVisor, **Benefits and Challenges of CAT for Preemployment Assessment**
Walter C. Borman, Personnel Decisions Research Institutes and University of South Florida, Elizabeth M. Lentz, University of South Florida/PDRI, Robert J. Schneider, Personnel Decisions Research Institutes, Janis S. Houston, Personnel Decisions Research Institutes, Ronald Bearden, Navy Personnel Command, Hubert T. Chen, NPRST, **Adaptive Personality Scales as Job Performance Predictors: Initial Validation Results**
Stephen Stark, University of South Florida, Oleksandr Chernyshenko, University of Canterbury, **Multidimensional Forced Choice CAT**
Scott A. Davies, Pearson, Walter Way, Pearson, **Computer Adaptive Testing: Practical Challenges and Opportunities**
Fritz Drasgow, University of Illinois at Urbana-Champaign, **Discussant**

Submitted by Michael Fetzer, mfetzer@previsor.com

117. Symposium/Forum: 10:30 AM–12:20 PM
Continental 7

Associate Engagement in Asia–Myth or Mystery

Explosive growth in Asia has created both opportunities and challenges for organizations hoping to do business in the area. This symposium will highlight engagement research in 4 multinationals including drivers of engagement and key engagement practices and how they may differ or not across Asia.

Mariangela Battista, Starwood Hotels & Resorts, **Chair**
Jeffrey A Jolton, Kenexa, **Associate Engagement in Asia Pacific**
Matthew V. Valenti, Starwood Hotels & Resorts Worldwide, Inc., Corinne Baron Donovan, Baruch College, City University of New York, Mariangela Battista, Starwood Hotels & Resorts, **Cultural Similarities in Engagement Across Starwood Hotels & Resorts**
Carol A. Surface, PepsiCo, David H. Oliver, PepsiCo International, W. Robert Lewis, University of Connecticut, **Employee Engagement in Asia: Necessary but Insufficient for Optimal Performance?**
Melinda J. Moye, John Deere, **Employee Engagement: A Cross Culture Comparison Between U.S. and China**
Miriam Ort, Avon Products, **Driving Employee Engagement Globally–Managing Driver Difference in Asia Pacific**
Kyle Lundby, Kenexa, C. Harry Hui, University of Hong Kong, **Employee Engagement Across Asia Pacific: Same or Not the Same?**
Jeffrey M. Saltzman, Sirota Consulting, **Discussant**

Submitted by Mariangela Battista, Mariangela.Battista@starwoodhotels.com

118. Symposium/Forum: 10:30 AM–11:20 AM
Continental 8

Global Selection Systems: Case Studies and Lessons Learned

The purpose of this forum is to discuss common issues that arise during the design, implementation, and maintenance of selection systems on a global scale. The forum will lead with a survey of assorted issues in global selection efforts and follow with case studies of these topics in applied settings.

Jarrett H. Shalhoop, Hogan Assessment Systems, **Chair**
Jarrett H. Shalhoop, Hogan Assessment Systems, Blaine Landis, Hogan Assessment Systems, James H. Killian, Hogan Assessment Systems, **Survey of Issues Practitioners Face in Global Selection Systems**
Thi Bui, Royal Dutch Shell, Heika Bauer, Royal Dutch Shell, **Global Validation of the Shell Recruitment Process**
Kelly A. Kaminski, Starwood Hotels & Resorts, **Global Assessment Development and Implementation**
Amie D. Lawrence, Select International, Inc., Lance Andrews, Minnesota State University-Mankato, Matthew S. O'Connell, Select International, Inc., **Applying Assessments Across Cultures: A Case Study**

Submitted by Jarrett Shalhoop, shalhoop@hotmail.com

119. Panel Discussion: 10:30 AM–11:50 AM
Continental 9

Weight-Based Bias in the Workplace

There has been a recent increase in research investigating weight-based bias in the workplace. The purpose of this panel discussion is to address the current state of our knowledge and to address the need for future research in this domain. Theoretical, practical, and legal implications will be discussed.

Boris B. Baltes, Wayne State University, **Chair**
Cort Rudolph, Wayne State University, **Chair**
Lisa Finkelstein, Northern Illinois University, **Panelist**
Michelle (Mikki) Hebl, Rice University, **Panelist**
Mark V. Roehling, Michigan State University, **Panelist**
Eden B. King, George Mason University, **Panelist**

Submitted by Cort Rudolph, Cort.Rudolph@Wayne.edu

120. Interactive Posters: 10:30 AM–11:20 AM
Executive Board Room

Stop Helping Me—You Are Stressing Me Out

120-1 Middle-Aged Employees: Can Being a Mentor Help Prevent Burnout?

This study assessed the effect of acting as a mentor on professional burnout for middle-aged employees. As predicted by the concept of generativity, older mentors more than younger mentors indicated that mentoring had increased their professional satisfaction and improved their performance at work.

Claire Owen, Marymount Manhattan College
Linda Z. Solomon, Marymount Manhattan College

Larissa Kline, Marymount Manhattan College
Laurissa Mallozzi, Marymount Manhattan College
Cornelia Wareham, Marymount Manhattan College
Submitted by Claire Owen, cowen@mmm.edu

120-2 Mentoring Relationships in China: Stress Less or Stressful?

This paper examined mentoring within a stressor–strain framework among 1883 employees from a large mobile company in Beijing, China. Surprisingly, the results showed that mentorship experience was associated with stronger relationships between stressors (career advancement stress, relational stress at work, work–family conflict) and strains. Possible underlying mechanisms were discussed.

Liuqin Yang, University of South Florida
Xian Xu, University of South Florida
Tammy Allen, University of South Florida
Kan Shi, Chinese Academy of Science
Xichao Zhang, Beijing Normal University
Zhongyan Lou, Beijing Normal University 6 829
Submitted by Liuqin Yang, lyang2@mail.usf.edu

120-3 More Helping = More Stress? It Depends on Who You Are

This study addresses the possibility that there are negative effects of performing helping behavior but that those effects are moderated by personality. Results revealed significant interactions between personality and helping to predict role stress. Increased helping was associated with increased stress for individuals low in Extraversion and high in Neuroticism.

Mark Ehrhart, San Diego State University
Taylor Peyton, San Diego State University
Corinne Boulanger, San Diego State University
Angelina Sawitzky, San Diego Gas & Electric
Submitted by Mark Ehrhart, mehrhart@sunstroke.sdsu.edu

120-4 Overachievers Beware: The Effects of Work Overload

The effects of individual initiative behaviors on specific job stressors and job strains were examined. The results revealed work overload as a mediator in specific individual initiative–job stress relationships. The contributions/implications of these findings for organizational citizenship behavior and job stress literature are discussed.

Theresa LoPiccolo, Safeway
Cong Liu, Hofstra University
Submitted by Theresa LoPiccolo, talopic@yahoo.com

121. Community of Interest: 10:30 AM–11:50 AM
Franciscan A

Occupational Health in Organizations
Lois E. Tetrick, George Mason University, *Host*
Robert R. Sinclair, Portland State University, *Host*

122. Special Events: 10:30 AM–11:50 AM
Grand Ballroom A

Program Committee Invited Address– Workforce Intelligence: The Predictive Initiative

It is time to move to prediction. In June 2007 Dr. Fitzenz launched a project with 25 vendors and corporations to develop the first integrated, predictive, human capital management planning, data mining software, and future-facing metrics system. He will describe the model, issues encountered, and progress to date.

Jac Fitz-enz, Workforce Intelligence Institute, *Presenter*

123. Poster Session: 10:30 AM–11:20 AM
Grand Ballroom B
Staffing/Recruitment/Legal Issues/Job Analysis

123-1 Quantitative Content Analysis of a Job Analysis Interview: Convergent Validity

This study examined the feasibility of applying computer-assisted content analysis to job analysis interview data. Content analysis results were compared with traditional job analysis results. Findings indicated correspondence between job categories identified by both methods; lesser correspondence was obtained at the task level. Possible applications of this methodology are discussed

Gary Allen, Province of Ontario
Connie Freeman, Hay Group Inc.
Robert Grace, The Leadership Effect 3 778
Submitted by Gary Allen, gmallen629@comcast.net

123-2 Individual Differences and the Quality of Job Analysis Ratings

Although individual rater differences have been evaluated in job analysis research, little has been investigated beyond demographic characteristics (e.g., cognitive ability, education). Indeed, research has largely neglected social influences outlined by Morgeson and Campion (1997). This study attempts to fill this void by evaluating personality associated with social influences.

Deborah Ford, Portland State University
Donald Truxillo, Portland State University
Mo Wang, Portland State University
Robert Ployhart, University of South Carolina
Talya Bauer, Portland State University
Submitted by Deborah Ford, dford@pdx.edu

123-3 Practical Implications of Choice of Subject Matter Experts

This study was conducted to examine the strategy of relying solely on supervisors to provide KSA data for job analyses in an applied setting. The KSA ratings of incumbent and supervisor subject matter experts for information technology jobs were collected and compared, and practical implications are discussed.

Jennifer Hurd, FBI
Submitted by Amy Grubb, akdg@comcast.net

123-4 Differential Biases in Task-Oriented Work Analysis Methods

This study empirically compares differential social and cognitive biases in task inventory vs. FJA focus group data, collected from primary care personnel in 6 medical centers nationwide. Task inventory data exhibited more self-presentation bias and availability heuristics than FJA focus group data; neither type exhibited evidence of information overload.

Sylvia Hysong, Michael E. DeBakey VA Medical Center
Richard Best, Lockheed Martin
Frank Moore, University of Texas Health Science Center
Steven Cronshaw, University of Guelph

Submitted by Sylvia Hysong, sylvia.hysong@med.va.gov

123-5 Comparing Two Job Analysis Approaches: Web-Based Versus Focus Groups

This study compares 2 approaches to job analysis on the amount of time, the number of tasks, and the task output/time input ratio for 2 approaches to job analysis: Web based and focus groups. The findings lend partial support to adopting Web-based job analysis methodology as a more efficient process.

Joseph James, University of Nebraska, Omaha
Roni Reiter-Palmon, University of Nebraska-Omaha
Justin Yurkovich, Univ of Nebraska-Omaha
Anatolyi Gins, University of Nebraska at Omaha
Greg Ashley, University of Nebraska at Omaha
Jason Hornberg, University of Northern Iowa

Submitted by Roni Reiter-Palmon,
　　rreiter-palmon@mail.unomaha.edu

123-6 Public Versus Private: Does Employment Discrimination Differ Between the Sectors?

This study investigated potential differences in claims of employment discrimination between the private and public sectors. A statewide database of employment discrimination claims was analyzed to determine if differential claim patterns or levels exist between the sectors. Implications are presented in addition to propositions for future research.

Megan Leasher, HR Chally Group
Corey Miller, Wright State University

Submitted by Megan Leasher, meganleasher@chally.com

123-7 Interests, Rights, and Power in Employment Lawsuit Dispute Resolution

Plaintiff interests and power influenced outcomes of federal court cases (N = 159,120). Ideological cases settled less (civil rights, NLRA, and RLA) than economic cases (ERISA, FLSA). Plaintiff received more in economic cases. Alliance power improved plaintiff outcomes and increased negotiation. Coalition power increased rights determinations.

Richard Posthuma, University of Texas-El Paso

Submitted by Richard Posthuma, rposthuma@utep.edu

123-8 Hiring and Performance Consequences of Offer Delay: An Archival Study

This study investigates the role of job offer delay in job choice. It demonstrates that job seekers are more likely to accept early offers and that those who receive and accept delayed offers subsequently perform no differently nor are more likely to quit than job seekers receiving early offers.

William Becker, University of Arizona
Terry Connolly, University of Arizona
Jerel Slaughter, University of Arizona

Submitted by William Becker, beckerwj@u.arizona.edu

123-9 Applicant Reactions to Web-Based Selection Systems

Data were collected from 268 undergraduates applying to both entry-level and managerial positions with 2 types of online selection systems. Entry level applicants using the Web-based applications responded more favorably to the application process than participants in the Web-form condition and both of the managerial level conditions.

Tiffany Bludau George Mason University

Submitted by Tiffany Bludau, tbludau@gmu.edu

123-10 Implicit Egotism in Selection

This paper extends the concept of implicit egotism–increased liking for objects similar to oneself–to the domain of personnel selection. Self-esteem moderated the relationship between similarity and ratings of the job applicant, with raters high (but not low) in self-esteem favoring applicants who shared their name initials.

Brittany Boyd, Baruch College, CUNY
Victoria Blanshteyn, Baruch College, CUNY
Kristin Sommer, Baruch College, CUNY

Submitted by Brittany Boyd, brittanyboyd@yahoo.com

123-11 Person–Organization Fit as a Mediator of Culture Perceptions and Attraction

Relations among participants' culture perceptions, culture preferences, person–organization (P–O) fit, and organizational attraction were examined via mediated-moderation analyses. Findings indicated P–O fit completely mediated the relationship between culture perceptions and organizational attraction for individuals with weak culture preferences; P–O fit partially mediated this relationship for individuals with strong culture preferences.

Phillip Braddy The Center for Creative Leadership
Adam Meade, North Carolina State University
Joan Michael, North Carolina State University
John Fleenor, Center for Creative Leadership

Submitted by Phillip Braddy, braddyp@leaders.ccl.org

123-12 The Usefulness of Biodata for Predicting Turnover and Absenteeism

In this study, carefully selected application blank information were used both individually as biodata items and

in combination as biodata scales to successfully predict voluntary turnover, involuntary turnover, and employee absenteeism. Little adverse impact for either the biodata items or scales was found.

James Breaugh University of Missouri-St Louis

Submitted by James Breaugh, jbreaugh@umsl.edu

123-13 Relationships Between Job Applicant Dishonesty and Work and Non-Work Deviance

Scores on a measure of job application dishonesty were associated with self-, peer, and coworker reports of dishonest behaviors and honesty-related personality traits. Individuals who engaged in more severe job application dishonesty (vs. more mild dishonesty) were also more likely to engage in dishonest behaviors at and outside of work.

Sarah Carroll, Hofstra University
Ourania Vasilatos, Hofstra University
Lisa Bernardi, Hofstra University

Submitted by Sarah Carroll, sarah.carroll@hofstra.edu

123-14 Work-Status Congruence: Implications for Supervisor–Subordinate and Organizational Outcomes

Drawing from social exchange theory and perspectives on fit, this study examined how work-status congruence (WSC) has direct and indirect beneficial outcomes for the organization. It was found that providing WSC to subordinates yielded reciprocated leader–member exchange and supervisor commitment, along with enhanced performance and lowered job search behavior.

Jason Dahling, The College of New Jersey
Samantha Chau, Novo Nordisk, Inc.

Submitted by Jason Dahling, jdahling@gmail.com

123-15 Data Mining in Organizational Research: A Career Decision-Making Illustration

Data mining is an emerging set of analytic techniques that show promise in the organizational sciences. The advantages and disadvantages of data mining, illustrations from a current study on career decision making, as well as potential applications to other areas of organizational psychology are discussed.

Bryan Wiggins, Fors Marsh Group
Jennifer Gibson, Fors Marsh Group
Brian Griepentrog, Fors Marsh Group
Sean Marsh, Fors Marsh Group

Submitted by Jennifer Gibson, JGibson@forsmarshgroup.com

123-16 Recruitment Stage, Organizational Attraction, and Applicant Intentions

We explored the effect of recruitment stage on the relationship between applicant attraction and intentions. Results from a sample of 177 job applicants showed that the attraction–intentions relationship changes in a nonlinear fashion across stages. Furthermore, the relationship is simultaneously moderated by applicants' stages in other organizations' processes.

Michael Horvath Cleveland State University
Matthew Millard, Clemson University

Submitted by Michael Horvath, m.horvath59@csuohio.edu

123-17 Preferences and Job Performance: Predicting What People Choose to Do

This study explores 3 approaches for improving the value person–job fit measures provide for predicting performance. Data from 734 managers is used to examine the validity of an ipsative job fit measure incorporating a work preference taxonomy designed specifically for assessing job fit of managerial employees.

Steven Hunt, SuccessFactors

Submitted by Steven Hunt, shunt@kronos.com

123-18 Changing a Negative Employment Reputation: A Longitudinal Approach

This study examined the role of single and multiple source recruitment practices in changing a negative company reputation over time. Results showed that active recruitment practices led to positive reputation change and that multiple source practices were more effective than single source practices for changing negative reputation perceptions.

Adam Kanar, Cornell University

Submitted by Adam Kanar, amk58@cornell.edu

123-19 Perceptions of Affirmative Action and Socioeconomic Status-Based Selection Programs

This study was conducted to examine fairness perceptions of affirmative action and selection programs targeting people from low socioeconomic status backgrounds. Results suggest fairness perceptions of the programs may be influenced by self-interest factors.

Joy Kovacs, Portland State University
Donald Truxillo, Portland State University
Todd Bodner, Portland State University
Talya Bauer, Portland State University

Submitted by Joy Kovacs, kovaja@pdx.edu

123-20 Applicant Reactions to Employment Interviewer Note Taking

This paper investigated applicant reactions to interviewer note taking. Applicants did not perceive the interview as fairer and as contributing to more accurate decisions when interviewers took notes than when they did not. Overall, applicants preferred interviewers to take notes. Providing an explanation for note taking did not impact applicant reactions.

Catherine Middendorf American Express
Therese Macan University of Missouri-St Louis

Submitted by Therese Macan, Therese.Macan@UMSL.edu

123-21 A Test of Image Congruity Theory and Organizational Attraction

This study tests the applicability of marketing's image congruity theory to job choice. As suggested, perceptions of actual self-congruence and ideal self-congruence significantly influenced organizational attraction. Changes in self-esteem accompanying expected employment were found to partially mediate the relationship between ideal self-congruence and organizational attraction.

Kevin Nolan Indiana University
Crystal Harold Indiana University-Purdue University Indianapolis 2 456
Submitted by Kevin Nolan, nolank@bgsu.edu

123-22 Selection Interviewer Judgment and Personal Fear of Invalidity

This study investigates the validity of interviewer judgments in relation to personal fear of invalidity (PFI), a construct tapping individual concern with making errors. A difference in mean validity between groups of interviewers high and low on PFI is reported for interviewers with 50 or more interviews.

James O'Brien, University of Western Ontario
Mitchell Rothstein, University of Western Ontario
Submitted by James O'Brien, jobrie3@uwo.ca

123-23 Applicant Reactions to Rejection: Fairness and Attributional Style as Moderators

This paper discusses attribution and fairness effects in applicant reactions to rejection messages. Well-being and organizational perceptions of individuals with an external attributional style decreased with fairness but only when no feedback was provided. Organization perceptions improved with fairness but were harmed by feedback for external style individuals.

Sonja Schinkel, Amsterdam Business School
Annelies Van Vianen, University of Amsterdam
Dirk Van Dierendonck, Erasmus University Rotterdam
Neil Anderson, University of Amsterdam
Submitted by Sonja Schinkel, s.schinkel@uva.nl

123-24 Direct and Indirect Effects of Selection Expectations on Applicant Attraction

This study examined the relationships among pretest selection expectations, posttest applicant perceptions, and posttest applicant attraction. Significant positive relationships between selection expectations and attraction were largely mediated by applicant perceptions. Limited support was found for the hypothesis that expectations would moderate the relationship between applicant perceptions and attraction.

Bert Schreurs, University of Leuven
Karin Proost, University of Leuven
Eva Derous, Erasmus University Rotterdam
Karel De Witte, University of Leuven
Submitted by Bert Schreurs, bert.schreurs@psy.kuleuven.be

123-25 Predicting Job Performance From the Interaction Between GMA and Neuroticism

This paper hypothesizes that cognitive ability may interact with Neuroticism in a way that incrementally predicts job performance and proposes that workers high in cognitive ability may be unaffected by high levels of Neuroticism. Such findings would inform the way that researchers and practitioners think about GMA and personality.

Jonathan Shaffer, University of Iowa
Submitted by Jonathan Shaffer, jonathan-shaffer@uiowa.edu

123-26 Effects of Causal Attributions on Applicants' Perceptions and Organizational Consequences

This study examined the mediating effects of selection outcome fairness on the relationship between attributional processing and organizational outcomes. Although selection outcome fairness did not mediate the relationship between attributional dimensions and reapplication intentions and job choice, it did mediate the relationship between selection outcome fairness and recommendation intentions.

Katie Stoiber, Indiana University-Purdue University Indiana
John Hazer, Indiana University-Purdue University Indiana
Submitted by Katie Stoiber, katiestoiber@yahoo.com

123-27 Fancy Job Titles in Recruitment Advertisements: How Do Salespersons React?

Drawing from marketing research (instrumental-symbolic framework, adaptations of self-theories) and from expectancy theory, it was researched whether salespersons would react differently to a fancy job title compared to a traditional job title in a recruitment advertisement. Results showed that salespersons developed higher expectations of the job with a fancy title.

Klaus Templer, Nanyang Technological University
Submitted by Klaus J. Templer, akjtempler@ntu.edu.sg

123-28 Investigating Antecedents and Outcomes of Word-of-Mouth as a Recruitment Source

In a sample of 835 potential applicants for the Belgian Defense, positive and negative word of mouth explained incremental variance in organizational attractiveness and application decisions beyond other recruitment sources. Conscientiousness, tie strength, and source expertise were positively related to both positive and negative word-of-mouth, whereas Extraversion predicted only positive word of mouth.

Greet Van Hoye, Ghent University
Filip Lievens, Ghent University
Submitted by Greet Van Hoye, greet.vanhoye@ugent.be

123-29 In the Eye of the Beholder: Antecedents of Applicant Perceptions

Human resources recruiting managers are placing increasing emphasis on applicant reactions to selection

processes. A field sample with a range of ages and ethnic groups was used to demonstrate that employees with stronger performance and goal congruence tend to perceive selection tests as more fair and valid.

Emily Hunter, University of Houston
Sara Perry, University of Houston
L. Witt, University of Houston

Submitted by L. Witt, witt@uh.edu

123-30 Predicting Social Skill From Personality Dimensions

Studies in 2 contrasting jobs and organizations suggest that personality measures can be highly effective and generalizable predictors of components or facets of overall job performance if all variables are measured at optimal levels of aggregation and the effects of indirect selection on personality variables are controlled.

Lawrence Roth, St. Cloud State University
L. Witt, University of Houston

Submitted by L. Witt, witt@uh.edu

123-31 Multiple Predictors of Applicant Reactions in a Promotional Setting

Employees competing for a promotion responded to a questionnaire that assessed applicant reactions to the selection process. Hierarchical regression was used to determine the incremental variance predicted in typical organizational outcome variables by several popular applicant reactions variables. Various directions for future research are discussed based on the research findings.

Clayton Yonce, Kronos TMD/Portland State University
Deborah Ford, Portland State University
Ana Costa, Portland State University

Submitted by Clayton Yonce, clayy@aol.com

123-32 Do Human Resource Management Practices Matter? A Meta-Analysis

Despite 4 decades of research on the impact of HR practices on organizational outcomes, only 1 meta-analysis has attempted to aggregate the findings of this literature. Using 129 studies, the relationship between 3 types of HR practices across 4 performance measures is examined. Implications are discussed.

Bret Bradley, University of Iowa
Susan Dustin, University of Iowa
Tim Gardner, Vanderbilt University

Submitted by Bret Bradley, bret-bradley@uiowa.edu

124. Symposium/Forum: 10:30 AM–11:20 AM
Imperial A

Developing Applied Experiences for Undergraduate and Graduate I-O Psychology Students
This forum will give specific examples of using applied experiences with undergraduate and graduate students. These include internships, working in an assessment center, and applied class assignments.

Jennifer L. Hughes, Agnes Scott College, *Chair*
Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Assessment Center Programs: Opportunities for Student Experience in I-O*
Ronald G. Downey, Kansas State University, Jennifer L. Hughes, Agnes Scott College, *Developing and Managing Student Internship Activities*
Patrick A. Knight, Kansas State University, *Sponsors' Views of Undergraduate Internships in I-O Psychology*
Jennifer L. Hughes, Agnes Scott College, *Two Applied Course Assignments: Interviewing I-O Psychologists and Managers/Employees*
Rosemary Hays-Thomas, University of West Florida, *Involving Students in Applied Projects*

Submitted by Jennifer Hughes, jhughes@agnesscott.edu

125. Symposium/Forum: 10:30 AM–11:50 AM
Imperial B

Intersecting Questions at the Leading Edge of Leadership Research
Four empirical papers address intersecting questions regarding leadership content (what is leadership?), process (how does leadership happen?), function (why study leadership?), and constituency (who do we ask?). Each study offers fresh insights into leadership; collectively, they prompt consideration of an integrated but multifaceted perspective on leadership and its investigation.

Douglas J. Brown, University of Waterloo, *Chair*
Robert P. Tett, University of Tulsa, Michael G Anderson, CPP, Inc., *What Leaders Do: A Competency-Based Conceptual Integration*
Kevin E. Fox, St. Louis University, Vicki Tardino, St. Louis University, Patrick Maloney, St. Louis University, *The Impact of Ability- and Trait-Based EI on Transformational Leadership*
Anuradha Ramesh, Personnel Decisions International, Alecia Billington, Central Michigan University, Neil D. Christiansen, Central Michigan University, Michael Benson, Personnel Decisions International, *Traits Predicting Leadership Potential and Derailment From a Configural Perspective*
Neil D. Christiansen, Central Michigan University, Misty M. Bennett, Central Michigan University, Michael A. Gillespie, Denison Consulting, *Disentangling Rater Bias From Leadership Behavior–Effectiveness Relationships*
Joyce E. Bono, University of Minnesota, *Discussant*

Submitted by Robert Tett, robert-tett@utulsa.edu

126. Symposium/Forum: 10:30 AM–11:50 AM
Yosemite A

Examining the Psychometric Soundness of Multisource Ratings: Alternate Approaches
Despite their popularity, much is still unknown about the psychometric properties of multisource ratings (MSRs). The (dis)agreement in ratings from different organizational levels lies at the heart of research examining MSRs. This symposium brings together presenters who incorporate a variety of alternative approaches to examining the psychometric properties of multisource ratings

Brian J. Hoffman, University of Georgia, *Chair*

Dan J. Putka, HumRRO, Charles E. Lance, University of Georgia, ***Modeling the Psychometric Properties of Multisource Ratings: CFA vs. GLMM***

Bethany Bynum, University of Georgia, Brian J. Hoffman, University of Georgia, William A. Gentry, Center for Creative Leadership, ***A Comparison of Across-Source and Within-Source Measurement Equivalence***

Charles E. Lance, University of Georgia, Brian J. Hoffman, University of Georgia, Bethany Bynum, University of Georgia, William A. Gentry, Center for Creative Leadership, P. Gail Wise, Organizational Development Partners LLC, ***Trait, Level, and Rater Effects in Multisource Ratings: Redux***

Brian J. Hoffman, University of Georgia, ***Expanding the Nomological Network of MSR Source Factors***

David J. Woehr, University of Tennessee, ***Discussant***

Submitted by Brian Hoffman, hoffmanb@uga.edu

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127. Symposium/Forum: 10:30 AM–12:20 PM
Yosemite B

Bringing the Relationship Into the Experience of Workplace Aggression

This symposium aims to examine the importance of the relationship in the study of workplace aggression. Brief presentations will discuss findings from studies that examine workplace aggression from a range of perpetrators. Implications for future research will be discussed in an interactive session with the audience.

M. Sandy Hershcovis, University of Manitoba, ***Chair***
Tara Reich, University of Manitoba, ***Chair***
E. Kevin Kelloway, St. Mary's University, Margaret McKee, Mount Saint Vincent University, ***Bad is Stronger Than Good: Depending on the Source***
Jana L. Raver, Queen's University, Jeremy F. Dawson, Aston University, Michael Grojean, Aston Business School, D. Brent Smith, London Business School, ***Contextual Predictors of Organizational-Level Aggression From Staff and Patients***
Jonathan Booth, University of Minnesota, Theresa M. Glomb, University of Minnesota, Michelle K. Duffy, University of Minnesota, John Remington, University of Minnesota, ***Workplace Violence and Aggression: Social Support, Cognitive Appraisal, Coping Processes***
Karl Aquino, University of British Columbia, Stefan Thau, London Business School, Murray Bradfield, City of Atlanta, ***Identity Threats and Work Outcomes: The Moderating Effect of Race***
Tara Reich, University of Manitoba, M. Sandy Hershcovis, University of Manitoba, ***Responses to Workplace Aggression: A Qualitative Examination of Relationships***
Anne M. O'Leary-Kelly, University of Arkansas, ***Discussant***

Submitted by M. Sandy Hershcovis, sandy_hershcovis@umanitoba.ca

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128. Symposium/Forum: 10:30 AM–11:50 AM
Yosemite C

Factors That Effect Personal Goals and Self-Regulation Processes Over Time

Self-regulation processes have been one of the most studied areas in the field of I-O psychology (Locke &

Latham, 2003). However, research in the area has focused on between-subjects comparisons not changes within individuals overtime. This symposium illuminates the relationships over time within subjects of goals and self-regulation processes.

Gordon B. Schmidt, Michigan State University, ***Chair***
Richard P. DeShon, Michigan State University, ***Chair***
Jeffrey B. Vancouver, Ohio University, Samantha Morris, Ohio University, Brendan J Morse, Ohio University, Melissa Smart, Ohio University, Kevin B. Tamanini, Ohio University, ***A Control Theory Approach to Goal Origin***
Gordon B. Schmidt, Michigan State University, Richard P. DeShon, Michigan State University, ***The Decreasing Salience and Impact of Assigned Goals Over Time***
Aaron M. Schmidt, University of Akron, Patrick D. Converse, Florida Institute of Technology, ***Opportunity Costs and Incentives as Predictors of Upward Goal Revision***
Gillian B. Yeo, University of Queensland-Australia, Tania Xiao, The University of Queensland, Shayne Loft, The University of Queensland, ***Changes in Domain-Specific Goal Orientation: Growth Trajectories and Performance***
Robert G. Lord, University of Akron, ***Discussant***

Submitted by Gordon Schmidt, schmi306@msu.edu

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129. Roundtable Discussion/Conversation Hour: 11:30 AM–12:50 PM
Continental 1

Increasing Access to Leadership Development

Leadership development has the potential to change lives in base of the pyramid (BoP) populations. Preliminary field work was conducted in Africa, India, Central Europe, and Laos to test this assumption. This roundtable serves to stimulate dialogue on "giving away" leadership development knowledge in order to address BoP challenges.

Patricia M.G. O'Connor, Center for Creative Leadership, ***Host***
David V. Day, Singapore Management University, ***Host***

Submitted by David Day, davidday@smu.edu.sg

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130. Symposium/Forum: 11:30 AM–12:50 PM
Continental 8

When Good Things Happen to Others: Envy and Firgun Reactions

Employees can react to the good fortune of their coworkers by being happy for them (firgun) and/or by envying them. Findings presented at this symposium highlight some predictors of envy, offer insights into determinants of employees' reactions to their envy, and introduce the concept of firgun in the organizational context.

Yochi Cohen-Charash, Baruch College-CUNY, ***Chair***
Miriam Erez, Technion, ***Chair***
Charles A. Scherbaum, Baruch College-CUNY, ***Chair***
Yochi Cohen-Charash, Baruch College-CUNY, Marina Milonova, Baruch College-CUNY, ***Predictors of Episodic Envy in the Organizational Context***
Jennifer Dunn, Michigan State University, ***Snuffing or Fanning the Flames of Envy?***
James Avey, Central Washington University, ***Is Positive Psychological Capital Always Good? Is Envy Always Bad?***

Yochi Cohen-Charash, Baruch College-CUNY, Miriam Erez, Technion, Charles A. Scherbaum, Baruch College-CUNY, *Firgun–Being Happy for Another Person's Good Fortune*
Robert P. Vecchio, University of Notre Dame, *Discussant*

Submitted by Yochi Cohen-Charash, yochi_cohen-charash@baruch.cuny.edu

131. Interactive Posters: 11:30AM–12:20 PM Executive Board Room

I Second That Emotion

131-1 Distinguishing Perceived Emotional Demands–Abilities Fit From Other Fit Perceptions

Emotional demands–abilities (ED–A) fit is defined as the congruence between a person's emotional capabilities and the emotional demands of the job. The study distinguishes ED–A fit from other established fit constructs (person–organization, demands–abilities, needs–supplies) and shows that it incrementally predicts several outcome variables beyond established fit variables.

James Diefendorff, University of Akron
Gary Greguras, Singapore Management University
John Fleenor, Center for Creative Leadership
Megan Chandler, University of Akron

Submitted by James Diefendorff, jdiefen@uakron.edu

131-2 Personality-Display Rule Congruence Predicts Emotional Labor and Cognitive Performance

The effects of personality congruence with emotional display rules on emotional labor and cognitive task performance were investigated. One-hundred twenty-one undergraduate students performed a customer service simulation. Results indicated that greater congruence between personality and display rules was associated with less emotional labor and improved cognitive performance.

Moshe Feldman, University of Central Florida
Kimberly Smith-Jentsch, University of Central Florida
Ariel Afek, University of Central Florida

Submitted by Moshe Feldman, mofeld@yahoo.com

131-3 Cultural Distance, Perception of Emotional Display Rules, and Sojourner Adjustment

The perception of differences in emotional display norms between sojourners' home and host cultures was investigated. Display rule patterns matched across cultures but a "guest" effect was found such that participants reported norms to display less emotion in the host culture then home cultures, despite host norms to express more.

Nicole Gullekson, Ohio University
Jeffrey Vancouver, Ohio University

Submitted by Nicole Gullekson, ng248604@ohio.edu

131-4 Examining Predictors of Display Rule Deviance Using Experience Sampling Methodology

Experience sampling methodology was used on a sample of full-time working adults with the purpose of replicating and extending previous work on display rule deviance. This study examined the following predictors of display rule deviance: power of interaction target, solidarity of interaction target, emotional activation level, and pleasantness of felt emotion.

Erin Richard, Florida Institute of Technology
Kelly Jacobs, Florida Institute of Technology

Submitted by Erin Richard, erichard@fit.edu

132. Poster Session: 11:30 AM–12:20 PM Grand Ballroom B

Measurement/Statistical Techniques and Motivation/Rewards/Compensation

132-1 Type I and Type II Errors in Adverse Impact Detection

This study examined conditions under which the 4-5ths rule and significance tests were likely to commit type I and type II errors when detecting adverse impact. Results indicated that significance tests (z-tests and Fisher exact test) committed fewer type I but more type II errors than the 4-5ths rule.

Patrice Esson, Virginia Tech
Neil Hauenstein Virginia Tech

Submitted by Patrice Esson, pesson@vt.edu

132-2 IRT Model for Recovering Latent Traits From Forced-Choice Personality Tests

Forced-choice format reduces "faking good" and other response biases, but has statistical properties that have made psychometricians challenge its use in personality assessment. We propose a multidimensional IRT model describing responding to forced-choice items. Latent traits recovered from ipsative data show properties comparable to, or better than, Likert scales.

Anna Brown, SHL Group Limited
Dave Bartram, SHL Group PLC

Submitted by Dave Bartram, dave.bartram@shlgroup.com

132-3 Regression-Based Techniques for DIF Screening of Likert-Type Items

Item bias is a serious concern for all consumers of psychological measures. Detecting differential item functioning is a key step in identifying bias. Several regression procedures for detecting DIF in polytomous items are reviewed and applied to a typical dataset. Utility and convergence of the procedures are discussed.

Levi Boren, University at Albany, SUNY

Submitted by Levi Boren, thelevyisdry@gmail.com

132-4 Methods for Reducing the Length of 360-Degree Instruments

This study demonstrates how current psychometric techniques can be used to reduce the length of an existing 360 instrument. Using confirmatory factor analysis, item response theory, relative weights analysis, and multiple regression, a 360-degree instrument was condensed from 16 scales to 3, but maintained its psychometric integrity.

Phillip Braddy, The Center for Creative Leadership
John Fleenor, Center for Creative Leadership
Michael Campbell, Center for Creative Leadership
Submitted by Phillip Braddy, braddyp@leaders.ccl.org

132-5 Comparison of Weights in Meta-Analysis Under Realistic Conditions

Several weighting procedures for random-effects meta-analysis were compared under realistic conditions. Weighting schemes included unit, sample size, inverse variance in r and in z, empirical Bayes, and a combination procedure. Unit weights worked surprisingly well, and the Hunter and Schmidt (2004) procedures appeared to work best overall.

Liuqin Yang, University of South Florida
Guy Cafri, University of South Florida
Submitted by Michael Brannick, mbrannic@luna.cas.usf.edu

132-6 Comparing Translations of the OLBI: Toward Informed Occupational Health Measurement

This study examines differential functioning of the English version of the Oldenburg Burnout Inventory using item response theory. Results suggest that the translated version is useful. However, linguistic errors appear to contribute to considerable nonequivalence of items. The authors suggest that occupational health researchers investigate measurement equivalence when translating measures.

Bing Lin, Bowling Green State University
Nathan Carter, Bowling Green State University
Charlotte Fritz, Bowling Green State University
Submitted by Nathan Carter, carternt@yahoo.com

132-7 Interrater Discussion and the Interpretation of Agreement Statistics

This study examines how interrater discussion influences interrater agreement statistics. Results suggest that discussion inflates the agreement index but does not systematically influence true score or error variance. It is suggested that preliminary ratings should be considered the most precise estimate of interrater agreement due to this bias.

Nathan Carter, Bowling Green State University
Submitted by Nathan Carter, carternt@yahoo.com

132-8 Initial Testing of the Workgroup Emotional Intelligence Profile-Short (WEIP-S)

This paper reports the initial testing of a public domain short-version of the self-report Workgroup Emotional Intelligence Profile (WEIP). Using data from 3 studies, 4 valid and reliable distinct constructs were derived: awareness of own emotions, management of own emotions, awareness of others' emotions, and management of others' emotions.

Peter Jordan, Griffith University
Sandra Lawrence, Griffith University
Submitted by Peter Jordan, peter.jordan@griffith.edu.au

132-9 Power of AFIs to Detect CFA Model Misfit

Hu and Bentler (1999) have derived guidelines for approximate fit indices (AFIs) that are indicative of adequate model fit. This study evaluated these guidelines for data in which an unmodeled factor was present. Results indicated poor power to detect model misspecification for all AFIs examined.

Adam Meade, North Carolina State University
Submitted by Adam Meade, awmeade@ncsu.edu

132-10 The Effects of Careless Responding in a CFA Framework

This study uses confirmatory factor analysis and estimation methods appropriate for ordinal item-level data to determine whether careless responding to negatively keyed items can result in rejection of a 1-factor model for a unidimensional scale.

Jeffrey Kennedy, Nanyang Business School
Submitted by K. Yee Ng, akyng@ntu.edu.sg

132-11 Do the Number of Groups Being Compared in ME/I Matter?

Researchers have assumed the number of groups being compared do not impact tests of measurement equivalence. Results from a Monte Carlo simulation indicate that group size and scale reliability are important factors determining the detection of a known difference between groups, but the number of groups being compared do not.

Kimberly Perry, University of Missouri-St. Louis
Matthew Bales, University of Missouri St. Louis
Submitted by Kimberly Perry, peki0101@hotmail.com

132-12 Sample-Size and Extraction Method Influences on Stability of *g*-Loadings

This paper examines the variability in *g*-loadings due to sample size and method of factor extraction. Results show that different factor extraction methods require different sample sizes to achieve the same level of stability in loadings. Results provide guidelines for choosing an appropriate sample size when g-loadings are of interest.

Nicole Blacksmith, Gallup
Charlie Reeve, University of North Carolina Charlotte
Submitted by Charlie Reeve, clreeve@uncc.edu

132-13 Middle Category Endorsement: Item Antecedents, Cognitive Effort, and Preferred Meanings

Using a cognitive processing model, this paper examined item-oriented characteristics of middle category endorsement in a Likert scale. Results indicate use of the middle category exhibited a relatively high response latency, tendency toward an "it depends" orientation, and a negative relationship with item clarity.

Alicia Stachowski, George Mason University
John Kulas, Saint Cloud State University
Erika Wold, Saint Cloud State University
Submitted by Alicia Stachowski, astachow@gmu.edu

FRIDAY AM

132-14 Reassessing Organizational Climate: A Multilevel, Latent Variable Formulation

The authors proposed a multilevel, latent variable formulation of organizational climate as an alternative to sample-means based approach to measuring organizational climate. They present an empirical application illustrating the applicability of the ML-SEM model of latent organizational and individual climate based on 5 individual-level attributes.

Kayo Sady, University of Houston
David Dubin, University of Houston
Paras Mehta, University of Houston
L. Witt, University of Houston
Submitted by L Witt, witt@uh.edu

132-15 Testing Cross-Level Moderations on Small Groups: Power and Sample Biases

This Monte Carlo study found multilevel models and OLS regressions both have very low bias for the point estimate of cross-level interaction term. Multilevel models cannot provide sufficient incremental value to discover cross-level interaction effects that cannot be discovered by OLS regressions.

Zhen Zhang, University of Minnesota
Submitted by Zhen Zhang, zzhang@csom.umn.edu

132-16 What is Mastery-Avoidance? A Meta-Analysis

Recent research has utilized meta-analysis to gain a comprehensive perspective on the construct validity of achievement goals. Past research has not examined the recent addition to the achievement goal framework, mastery-avoidance. This study addresses these gaps and demonstrates how each achievement goal links to positive and negative outcome variables.

Lisa Baranik, University of Georgia
Bethany Bynum, University of Georgia
Laura Stanley, University of Georgia
Submitted by Bethany Bynum, bhhoff2@uga.edu

132-17 Individual and Collective Psychological Ownership Within the Job Design Context

This paper extends work on individual psychological ownership by introducing collective psychological ownership as a group level construct and anchoring both in the job design context. It is suggested they provide a parsimonious theoretical explanation for individual and group-level outcomes produced by complex job design, including rarely discussed negative effects.

Jon Pierce, University of Minnesota Duluth
Iiro Jussila, Lappeenranta University of Technology
Anne Cummings, University of Minnesota Duluth
Submitted by Anne Cummings, acumming@d.umn.edu

132-18 Goal Orientations and Performance: Within-Person Variability and Relationships

This study estimates the within-person variance in goal orientations and assesses the within-person relationships between goal orientations and performance. The findings demonstrate that goal orientations are moderately volatile within persons over time and that state goal orientation influences state performance. Practical implications and suggestions for future research are provided.

Dina Krasikova, Purdue University
Reeshad Dalal, George Mason University
Submitted by Reeshad Dalal, rdalal@gmu.edu

132-19 Task Uncertainty as Moderator for ProMES Effectiveness: A Meta-Analysis

In this study, the moderating effect of task uncertainty on the effectiveness of a performance management intervention, ProMES, was examined using meta-analytical methods. Study variables were the level of task uncertainty, the level of task reflexivity, the type of feedback (outcome versus process feedback), and the change in performance.

Eric van der Geer, Eindhoven University of Technology
Harrie van Tuijl, Eindhoven University of Technology
Christel Rutte, Tilburg University
Deborah DiazGranados, University of Central Florida
Melissa Harrell, University of Central Florida
Robert Pritchard, University of Central Florida
Submitted by Jan de Jonge, j.d.jonge@tue.nl

132-20 Self-Role Fit: A Self-Determination Perspective on Work Meaning

This study investigated how integration of self with work role produces self–role fit. In Sample 1, self–role fit was distinct from and predicted outcomes beyond other forms of fit. In Sample 2, autonomy, competence, and relatedness were antecedents of self–role fit, which predicted both role performances and psychological states.

Steven Farmer, Wichita State University
Linn Van Dyne, Michigan State University
Submitted by Steven Farmer, steven.farmer@wichita.edu

132-21 Goal Orientation and the Development of Entrepreneurial Spirit

Passion for entrepreneurial activities is often described as a predictor of entrepreneurial success. This longitudinal study examines the relationship between goal orientation and entrepreneurial spirit. Findings suggest that a performance-prove orientation was related to development of entrepreneurial spirit, but mastery orientation predicted future intent to transfer entrepreneurial skills.

Sandra Fisher, Clarkson University
Michael Wasserman, Clarkson University
Submitted by Sandra Fisher, sfisher@clarkson.edu

132-22 Predicting Test Performance From Achievement Goal Orientations and Positive Affect

Goal orientations and positive affect were examined as predictors of intelligence test performance. Manipulated positive mood produced modest initial gains in performance that were not sustained. Mastery and performance-approach goals were positively related to performance. Their effects were not mediated by positive affect, which also had a positive impact.

Carolyn Jagacinski, Purdue University
Donald Lustenberger, Purdue University
Michael Baysinger, Purdue University
Submitted by Carolyn Jagacinski, jag@psych.purdue.edu

132-23 Development and Validation of a Work-Based Regulatory Focus Scale

This paper reviews the development and validation of a work-specific measure of regulatory focus. Across 3 studies it provides support for the construct and criterion-related validity of the measure. In the final study, it was found that employee-rated promotion and prevention foci predicted supervisor ratings of task performance and citizenship behaviors.

Russell Johnson, University of South Florida
Chu-Hsiang Chang, University of South Florida
Submitted by Russell Johnson, rjohnson@cas.usf.edu

132-24 Causality Orientations and Basic Need Satisfaction as Predictors of Self-Determination

This paper responds to Gagné and Ryan's (2005) review on workplace self-determination by testing the joint influence of individual differences and the work environment on self-determination. Results highlighted the importance of satisfying employees' basic needs–particularly the need for competence–in attaining self-determination for those low on autonomous orientation.

Chak Fu Lam, Middlebury College
Suzanne Gurland, Middlebury College
Submitted by Chak Fu Lam, chakfu@bus.umich.edu

132-25 Getting Along at Work: The Predictive Value of Communion Striving

This study examined the links between personality, motivational orientation, and measures of "getting along" in the workplace: leader–member exchange, coworker and supervisor satisfaction, and interpersonal disciplinary actions. Findings show that, consistent with socioanalytic theory, communion striving predicts "getting along" in a field sample.

Blaine Landis, The University of Tulsa
Corrie Pogson, The University of Tulsa
Stephanie Pierce, The University of Tulsa
Submitted by Blaine Landis, blaine-landis@utulsa.edu

132-26 Implicit Identities Predict Supervisor-Rated Work Outcomes and Relationships

This study assessed the usefulness of implicit measures in workplace settings. We found that explicit and implicit measures of subordinate identity predicted supervisor-rated organizational citizenship behavior and leader-member exchange, and subordinate self-reported counterproductive work behavior. Interestingly, the implicit measure was the strongest predictor of supervisor-rated outcomes.

Kristin Saboe, University of South Florida
Russell Johnson, University of South Florida
Submitted by Kristin Saboe, kristin.saboe@gmail.com

132-27 The Effect of Subconscious and Conscious Goals on Employee Performance

The effect of subconscious and conscious goals on employee performance was investigated in an organizational setting. The results showed main effects for both subconscious and conscious goals on performance. A significant interaction was found such that employees who were given both a conscious and subconscious goal performed the best.

Amanda Shantz, University of Toronto
Gary Latham, University of Toronto
Submitted by Amanda Shantz, amanda.shantz@utoronto.ca

132-28 Facets of Psychological Ownership: Evidence of Construct Validity

This research examined the construct validity of three facets of psychological ownership with a sample of 175 employed participants. Global psychological ownership and the value of stock were positively related to facets of psychological ownership. The facets demonstrated differential relationships with other variables, such as work attitudes and extra-role behaviors.

Emily Bailey, Central Michigan University
Stephen Wagner, Central Michigan University
Submitted by Stephen Wagner, wagne1sw@cmich.edu

132-29 Pay and Task Performance: The Role of Individual Differences

This study examined the role of individual differences on task performance over time and under a variety of compensation schemes. Cognitive ability and task ability were associated with baseline performance; cognitive ability was associated with increased performance over time. Individuals low in Agreeableness were more productive under fixed incentive pay.

Ingrid Fulmer, Georgia Institute of Technology
Wendy Walker, Georgia Institute of Technology
Submitted by Wendy Walker, wendy.walker@mgt.gatech.edu

132-30 Identification of Integration Success Utilizing CFA and IRT

In this study, integration success was defined in reference to an acquisition. CFA and IRT ME/I techniques were utilized to determine whether management employees in the acquiring and acquired companies differed in their perception of the workplace environment and company policies.

Yvette Nemeth, HumRRO
Gary Lautenschlager, University of Georgia

Submitted by Yvette Nemeth, ynemeth@humrro.org

132-31 Too Good to be True? Detecting Spurious Effects in Surveys

Survey responses are susceptible to a number of artifacts that threaten the validity of their interpretation. As such, it is critical to understand whether survey responses faithfully reflect the construct they attempt to measure. The focus of this study is on the detection of spurious history effects in survey responding.

Christopher Nye, University of Illinois Urbana-Champaign
Bradley Brummel, University of Illinois Urbana-Champaign
Fritz Drasgow, University of Illinois Urbana-Champaign

Submitted by Christopher Nye, cnye2@uiuc.edu

132-32 Antecedents of Anonymity Perceptions in Web-Based Surveys

All survey respondents may not share the same interpretation of the privacy assurances made to them by survey sponsors. This study investigated the influence of environmental and dispositional antecedents of anonymity perceptions in Web-based surveys. Physical environment was found to predict anonymity perceptions over and above dispositional antecedents.

Thomas Whelan, North Carolina State University

Submitted by Thomas Whelan, tjwhelan@ncsu.edu

133. Symposium/Forum: 11:30 AM–12:50 PM
Imperial A

Leading Change From Different Levels of the Organization

This session extends empirical and conceptual work on important roles of leaders at different organizational levels in successfully implementing radical organizational change. The discussant, an expert in both leadership and organizational change, will engage the audience in identifying major applied and conceptual contributions and a priority agenda for future research.

M. Susan Taylor, University of Maryland, ***Chair***

Xiaomeng Zhang, American University, Myeong-Gu Seo, Boston College , Natalia Lorinkova, University of Maryland, R. Scott Livengood, University of Maryland, ***Implementing Change From the Top and the Bottom***

Myeong-Gu Seo, Boston College , N. Sharon Hill, University of Maryland, ***Role of Top Management Communication and Managers' Commitment and Behavior***

Tracy Thompson, University of Washington, Tacoma, Jill Purdy, University of Washington, Tacoma, ***Middle Manager Agency During Organizational Change***

M. Susan Taylor, University of Maryland, Payal Nangia Sharma, University of Maryland, ***A Conceptual Model of Multilevel Change Leadership***

William Bommer, Fresno State University, ***Discussant***

Submitted by Payal Nangia, pnangia@rhsmith.umd.edu

FRIDAY AM

134. Symposium/Forum: 12:00 PM–1:20 PM
Continental 2

Reversing the Flow: How Customer Behaviors Impact Service Employees

Though customer mistreatment of service employees occurs frequently and is associated with workplace strain, it has been largely neglected in research on stress. This symposium extends research on negative customer behavior by identifying causes, exploring a range of consequences, and addressing means of coping with customer-related stress.

Alicia A. Grandey, Pennsylvania State University, *Chair*
Jennifer A. Diamond, Pennsylvania State University, *Chair*
Valerie Morganson, Old Dominion University, Debra A. Major, Old Dominion University, *Sexual Harassment From Third Parties*
Nicole L. Neff, Pennsylvania State University, Jennifer A. Diamond, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, Jessica Brady, Pennsylvania State University, *An Examination of Counterproductive Responses to Customer Injustice*
Alicia A. Grandey, Pennsylvania State University, Jennifer A. Diamond, Pennsylvania State University, Julie Kern, Pennsylvania State University, *The Role of Customer Power in Emotional Labor*
Silke Holub, University of Illinois at Urbana-Champaign, Christopher D. Nye, University of Illinois, Kisha S. Jones, University of Illinois, Lu Wang, University of Illinois at Urbana-Champaign, Jing Chen, Gettysburg College, Chi-Yue Chiu, University of Illinois at Urbana-Champaign, *The Attenuating Effects of Social Sharing on Emotional Labor Outcomes*

Submitted by Jennifer Diamond, jad440@psu.edu

135. Special Events: 12:00 PM–12:50 PM
Continental 3

Executive Committee Invited Session: Education and Training in I-O Psychology: Open Meeting of Educators

Each year the Education & Training and Long Range Planning Committees host an open meeting for I-O graduate program directors and others who have interest in educating the next generation of I-O psychologists. Bring issues, concerns, and questions and participate in the discussion.

Eric D. Heggestad, University of North Carolina Charlotte, *Chair*
Donald M. Truxillo, Portland State University, *Chair*

136. Symposium/Forum: 12:00 PM–1:20 PM
Continental 4

Building Successful Mentorship Programs–Research, Lessons, and Best Practices

Retirement and turnover cost organizations billions in terms of lost knowledge. Mentorship programs can combat this problem, though there is a dearth of research describing successful program characteristics. This symposium documents cutting edge research and program analyses leading to a definition of best practices for implementing successful mentorship programs.

Jared D. Lock, Accelerated Execution, *Chair*

Kristina Matarazzo, Northern Illinois University, Lisa Finkelstein, Northern Illinois University, Tammy D. Allen, University of South Florida, *Making Successful Matches in Formal Mentoring Relationships*
Carrie S. McCleese, University of Georgia, Lillian T. Eby, University of Georgia, Lisa Baranik, University of Georgia, Carrie Owen, University of Georgia, *Does Bad Beget Bad in Formal Mentoring? A Dyadic Study*
John J. Sosik, Pennsylvania State University-Great Valley, Jae Uk Chun, Pennsylvania State University-Great Valley, Barrie Litzky, Drexel University, Diane Bechtold, Pennsylvania State University-Great Valley, Veronica Godshalk, Pennsylvania State University-Great Valley, *Examining Emotional Intelligence and Trust in Formal Mentoring Dyads*
Corinne Baron Donovan, Baruch College-CUNY, Mariangela Battista, Starwood Hotels & Resorts, *Mentoring Program Relationship to Mentor and Protégé Intent to Remain*

Submitted by Jared Lock, Jared.Lock@gmail.com

137. Panel Discussion: 12:00 PM–1:20 PM
Continental 5

Applicant Retesting Policy: Key Considerations and Best Practices

SIOP's *Principles*, the APA's *Standards*, and the EEOC's *Uniform Guidelines* all recommend that organizations develop an applicant retesting policy; however, these documents provide little (if any) explicit guidance regarding how to develop and implement a retesting policy in an informed, fair, and sound manner.

Nicole R. Bourdeau, Hogan Assessment Systems, *Chair*
Alana B. Cober, Transportation Security Administration, *Panelist*
Jennifer M. Hurd, Federal Bureau of Investigation, *Panelist*
Brent D. Holland, Furst Person, *Panelist*
John D. Morrison, Psychological Services, Inc., *Panelist*
Andrew L. Noon, Mutual of Omaha, *Panelist*
Ryan A. Ross, Hogan Assessment Systems, *Panelist*

Submitted by Nicole Bourdeau, nicole@hoganassessments.com

138. Symposium/Forum: 12:00 PM–1:20 PM
Continental 6

Leading Destructively: A Theoretical and Empirical Examination of Destructive Leaders

Recent research has called for a holistic approach to studying destructive leadership. This symposium includes theoretical discussions that consider the interaction between leader, follower, and environment that may explain destructive leadership. Evidence of a cross-cultural evaluation of leader wrongdoing and an evaluation of consequences of destructive leadership are also presented.

Ronald F. Piccolo, University of Central Florida, *Chair*
Deborah DiazGranados, University of Central Florida, *Chair*
Melissa M. Harrell, University of Central Florida, *Chair*
Art Padilla, North Carolina State University, Paul W. Mulvey, North Carolina State University, *A Theoretical Model of Destructive Leadership*
Rena Lenore Rasch, University of Minnesota, Winny Shen, University of Minnesota, Stacy Davies, University of Minnesota, Joyce E. Bono, University of Minnesota, *Examining the Outcomes of Destructive Leadership Behavior*

Staale Einarsen, University of Bergen, Merethe Aastand, University of Bergen, Anders Skogstad, University of Bergen, *The Nature, Prevalence, and Consequences of Destructive Leadership*

Adib Birkland, University of Minnesota, Theresa M. Glomb, University of Minnesota, Deniz S. Ones, University of Minnesota, *A Cross-Cultural Comparison of the Structure of Senior Leader Wrongdoing*

Robert T. Hogan, Hogan Assessment Systems, *Discussant*

Submitted by Deborah DiazGranados, debdiaz@gmail.com

139. Symposium/Forum: 12:00 PM–12:50 PM
Continental 9

Executive Succession: Real-World Challenges

This symposium offers perspectives from practitioners and executives who have extensive experience designing and implementing executive succession processes in companies. Presenters will share real-life case studies, describing their various approaches, methodologies, results, and insights. The chair will facilitate a discussion between the audience and the presenters.

David B. Wagner, Mercer Delta Consulting, LLC, *Chair*

Randall S. Cheloha, Oliver Wyman: Delta Consulting, David B. Wagner, Mercer Delta Consulting, LLC, *Psychological Barriers to CEO Succession*

Mike Williams, TransAlta Corp., *CEO Succession: Lessons Learned From the Field*

Craig D. Haas, Hogan Assessment Systems, Matthew R. Lemming, University of Missouri-St. Louis, *Identifying and Assessing Talent at the Top for Succession Management*

Submitted by David Wagner, david.wagner@mercerdelta.com

140. Community of Interest: 12:00 PM–1:20 PM
Franciscan A

Aging and Industrial and Organizational Psychology

Harvey L. Sterns, University of Akron, *Host*
Suzanne M. Miklos, O.E. Strategies, Inc., *Host*

141. Friday Seminars: 12:00 PM–3:00 PM
Franciscan B

Doing Diversity Right: A Research-Based Approach to Diversity Management
Friday Seminars require advance registration as well as an additional fee! (3 hrs. CE credit earned)

Derek R. Avery, University of Houston, *Presenter*
Patrick F. McKay, Rutgers University, *Presenter*
Scott Tonidandel, Davidson College, *Coordinator*

142. Friday Seminars: 12:00 PM–3:00 PM
Franciscan C

Conceptual and Methodological Issues in Analyzing Changes Over Time
Friday Seminars require advance registation as well as an additional fee! (3 hrs. CE credit earned)

Robert J. Vandenberg, University of Georgia, *Presenter*
David Chan, Singapore Management University, *Presenter*
Jennifer D. Kaufman, Dell Inc, *Coordinator*

143. Panel Discussion: 12:00 PM–1:20 PM
Grand Ballroom A

Global Versus Local Personality Norms: The Whens, Whys, and Hows

Using norms in international personality-based selection and development can provide context to test scores for making cross-cultural comparisons. Debate still remains about whether global personality norms comprised of multiple translations are psychometrically sound or whether locally derived norms are the better option. Creation, applications, and ramifications will be discussed.

Jeff Foster, Hogan Assessment Systems, *Chair*
Dave Bartram, SHL Group PLC, *Panelist*
Jurgen Bank, Personnel Decisions International, *Panelist*
Joseph A. Jones, Development Dimensions International, *Panelist*
Koji Okumura, Personnel Decisions International, *Panelist*
Kevin D. Meyer, Hogan Assessment Systems, *Panelist*

Submitted by Kevin Meyer, kmeyer@hoganassessments.com

144. Symposium/Forum: 12:00 PM–1:50 PM
Imperial B

The Benefits of Nonwork Experiences for Employee Health and Performance

Five empirical papers demonstrate that recovery episodes such as vacations, weekends, evenings, or breaks are associated with employee health and performance-related indicators. In addition, the studies examine possible beneficial effects of specific nonwork experiences, such as involvement in nonwork activities, psychological detachment, relaxation, or choice.

Charlotte Fritz, Bowling Green State University, *Chair*
Carmen Binnewies, University of Konstanz, *Chair*
Charlotte Fritz, Bowling Green State University, Maya Yankelevich, Bowling Green State University, Anna Zarubin, Bowling Green State University, Patricia Barger, Bowling Green State University, *Workload and Employee Exhaustion: The Mediating Role of Psychological Detachment*

Lauren Murphy, Portland State University, Leslie B. Hammer, Portland State University, Mo Wang, Portland State University, Junqi Shi, Peking University, *The Effects of Psychological Detachment on Work–Family Conflict and Burnout*

Jana Kühnel, University of Konstanz, Sabine Sonnentag, University of Konstanz, *Vacation Fade-Out in Teachers*

Carmen Binnewies, University of Konstanz, Eva Mojza, University of Konstanz, Sabine Sonnentag, University of Konstanz, *Feeling Recovered After the Weekend and Weekly Job Performance*

Daniel J. Beal, Rice University, Rochelle Evans, Rice University, Lennie Waite, Rice University, *Restoring Regulatory Resources: The Role of Choice, Involvement, and Motivation*

Daniel Ganster, University of Arkansas, *Discussant*

Submitted by Charlotte Fritz, fritzc@bgsu.edu

145. Symposium/Forum: 12:00 PM–1:20 PM
Yosemite A

Psychometric Properties of Conditional Reasoning Tests

This symposium focuses on the psychometric properties of conditional reasoning tests. The first 2 papers use the modern measurement theory to address scoring strategies and differential item functioning on gender, respectively. The 3rd paper addresses the development of a nonarbitrary metric.

James M. LeBreton, Purdue University, *Chair*
Heather McIntyre, Georgia Institute of Technology, *Chair*
Chia-Huei Emily Ko, Georgia Institute of Technology, Venessa Thompson, Georgia Institute of Technology, James Roberts, Georgia Institute of Technology, *Scoring Strategies for the Conditional Reasoning Test of Aggression*
Chia-Huei Emily Ko, Georgia Institute of Technology, Hi Shin Shim, Georgia Institute of Technology, James Roberts, Georgia Institute of Technology, *Differential Item Functioning on the Conditional Reasoning Test for Aggression*
Michael McIntyre, University of Tennessee, Lawrence R. James, Georgia Tech, *Dealing With Arbitrary Metrics in Conditional Reasoning Tests*
Paul J. Hanges, University of Maryland, *Discussant*

Submitted by Chia-Huei Ko, chiahuei.ko@psych.gatech.edu

146. Symposium/Forum: 12:00 PM–1:20 PM
Yosemite C

Performance Approach-Avoidance Motivation and Task Performance

Research shows that goals that focus on normative competence, so-called performance goals, may have positive as well as negative effects on task performance. This symposium presents 4 studies that address the question under which conditions performance goals are effective in terms of task performance, and why.

Nico W Van Yperen, University of Groningen, *Chair*
Nico W Van Yperen, University of Groningen, *On the Recursiveness of the Performance Goal Adoption Process*
Joseph W. Hendricks, Texas A&M University, Stephanie C. Payne, Texas A&M University, *When Does Performance-Prove Goal Orientation Contribute to Performance?*
Lennart J. Renkema, University of Groningen, *Distinguishing Goals and Strategies*
Frederik Anseel, Ghent University, *Feedback Reactions After Career Assessment: The Role of Performance Goals*

Submitted by Nico Van Yperen, N.van.Yperen@rug.nl

147. Symposium/Forum: 12:30 PM–1:20 PM
Continental 7

Face It: The Predictive Validity of Personality Facets

The contributions to this session all focus on the predictive validity of narrow personality constructs. Studies discuss the structure and validity of facets of Openness, the differential prediction of Conscientiousness facets, the cross-cultural measurement invariance of facets of Openness, and a model of job performance that incorporates facet-level personality measurement.

Frederick L. Oswald, Michigan State University, *Chair*
Tara Rench, Michigan State University, *Chair*
Oleksandr Chernyshenko, University of Canterbury, Stephen Stark, University of South Florida, Sang Eun Woo, University of Illinois at Urbana-Champaign, Gabriella Conz, University of Canterbury, *Openness to Experience: Its Facet Structure, Measurement, and Validity*
Sang Eun Woo, University of Illinois at Urbana-Champaign, Zhi-Xue Zhang, Peking University, Chi-Yue Chiu, University of Illinois at Urbana-Champaign, Oleksandr Chernyshenko, University of Canterbury, Andrew Longley, New Zealand Navy, *A Six-Faceted Measure of Openness: Measurement Invariance Across Three Cultures*
Tara Rench, Michigan State University, Frederick L. Oswald, Michigan State University, Elizabeth M Oberlander, Michigan State University, *Facet-Level Effects of Conscientiousness in an Adaptive Multitasking Environment*
Jeff W. Johnson, Personnel Decisions Research Institutes, *The Advantage of Narrow Facets in Explaining Personality–Performance Relationships*

Submitted by Frederick Oswald, foswald@msu.edu

148. Interactive Posters: 12:30PM–1:20 PM
Executive Board Room
Please Watch Your Step: Safety First

148-1 Explaining Errors in Airport Baggage Screening: The Vigilance Reinforcement Hypothesis

The vigilance reinforcement hypothesis (VRH) asserts that errors in visual search tasks are partially explained by the reinforcement effects of signal detection. Two experiments tested VRH predictions within simulated baggage screening. Reinforcement effects were observed within single sessions, independent of field complexity, and replicated in a second sample.

Matthew Bell, Santa Clara University
Ryan Olson, Oregon Health & Science University
Lindsey Hogan, Pacific Graduate School of Psychology
Ariel Grosshuesch, Western Michigan University
Sara Schmidt, Oregon Health & Science University
Mary Gray, Portland State University
Submitted by Ryan Olson, olsonry@ohsu.edu

148-2 Extending the Consideration of Future Consequences to Safety Outcomes

This study extended research on consideration of future consequences to the workplace safety arena. Using a newly developed scale, data showed that consideration of future safety consequences was predictive of employee safety knowledge and motivation, compliance, OCBs, accident reporting, and workplace injuries, even after accounting for Conscientiousness and demographic variables.

Maja Graso, Washington State University
Tahira Probst, Washington State University-Vancouver
Armando Estrada, University of Texas-El Paso
Submitted by Tahira Probst, probst@vancouver.wsu.edu

148-3 Interactive Effects of Safety Constraints, Safety Uncertainty, and Verbal Exchanges

These findings support safety obstacles and safety uncertainty in predicting safety behaviors, injury, and pain in a construction sample. Furthermore, positive verbal exchanges with supervisors, a form of leadership skill and social support, predict safety behaviors and the reduction of injury. Mechanisms of the above relationship are discussed.

Julie Sampson, Colorado State University
Peter Chen, Colorado State University
Sarah DeArmond, Colorado State University
Submitted by Julie Sampson, jsampson@simla.colostate.edu

148-4 Employee Participation and Workplace Safety: A Multilevel Analysis

This study examines the relationship between employee participation and workplace safety based on a dataset of 342 employees working in 37 firms. Results indicate that firm level participation practices are positively related to individual perceived safety climate, which is, in turn, positively related to employees' safety-enhancing behaviors.

Zhen Zhang, University of Minnesota
Devasheesh Bhave, University of Minnesota
Richard Arvey, National University of Singapore
Submitted by Zhen Zhang, zhan0455@umn.edu

149. Poster Session: 12:30 PM–1:20 PM
Grand Ballroom B
Job Attitudes/Leadership

149-1 Are Happy Workers More Productive? A Task-Based Analysis

Previous research on the relation between happiness and productivity has generally shown mixed results. Two studies were conducted to examine whether the tasks performed on the job moderate the relation between happiness and job performance. Results supported the hypothesis and defined a model of happiness' effect on productivity.

Emily Solberg, Valtera
Submitted by Emily Solberg, esolberg@valtera.com

149-2 Susceptibility of Job Attitudes to Context Effects

Researchers have typically overlooked the possibility that responses to job attitude items might be produced "on-the-spot" using information that is temporally accessible to participants. In 2 experiments, we provide evidence that responses to job attitude measures are sensitive to context effects.

Nathan Bowling, Wright State University
James Boss, Bowling Green State University
Gregory Hammond, Wright State University
Brittany Dorsey, Wright State University
Submitted by Nathan Bowling, nathan.bowling@wright.edu

149-3 Final Four Fever: Fading Forecaster of Organizational Support and Commitment?

Final 4 fever (employees' positive view of the university's basketball success) predicted both perceived organizational support and affective organizational commitment beyond traditional job attitude antecedents of these latter 2 constructs and continued to account for comparable variance over 4 months despite a decrease in its mean.

Louis Buffardi George Mason University
Richard Hermida George Mason University
Johnathan K. Nelson George Mason University
Submitted by Louis Buffardi, buffardi@gmu.edu

149-4 Work Relationships as Investments: The Unexplored Component of Continuance Commitment

Work relationships are conceptualized as investments that may explain additional variance in continuance commitment and intentions to quit beyond more traditional work investments. Results indicated that relationship quantity predicted incremental variance in personal sacrifice, whereas relationship quality predicted incremental variance in intentions to quit.

Melissa Cohen, Carlson Marketing
Steve Jex, Bowling Green State University
Submitted by Melissa Cohen, melannecohen@gmail.com

149-5 A Comparison of Two Psychological Contract Scales

This study compares Rousseau's (1990) Employer/Employee Obligations Scale (EEO) and Rousseau's (2000) Psychological Contract Inventory (PCI). Data from 348 working students indicated that the 2 measures had similar reliability and discriminant validity; however, the PCI had a more stable factor structure and stronger convergent validity.

Jessica Deares, The George Washington University
Rebecca Fraser, The George Washington University
Dana Glenn, The George Washington University
Monica Solek, The George Washington University
Lois Tetrick, George Mason University
Submitted by Jessica Deares, jdeares@gwu.edu

149-6 Ostracism in the Workplace

This paper outlines the development of the 10-item Workplace Ostracism Scale (WOS). Study 1 used Q-sort and frequency analyses to assess the substantive validity of scale items. Study 2 examined and replicated the WOS' factor structure and convergent/discriminant validity. Study 3 assessed the WOS' criterion-related validity.

Joseph Berry, University of Waterloo
Lance Ferris, University of Waterloo
Douglas Brown, University of Waterloo
Submitted by Lance Ferris, dlferris@watarts.uwaterloo.ca

149-7 Relative Importance of Ability, Benevolence, and Integrity in Predicting Trust

Supervisor, subordinate, and peer trust was examined using the integrative model of organizational trust. Ability, benevolence, and integrity were related to trust in all 3 types of coworkers; however, the relative importance of ability, benevolence, and integrity in determining trust differed depending on the trustor–trustee relationship.

Dana Knol,l University of Guelph
Harjinder Gill, University of Guelph

Submitted by Harjinder Gill, gillh@uoguelph.ca

149-8 Developing a Multidimensional Measure of Continuance Organizational Commitment

Continuance organizational commitment (COC) is thought to be multidimensional, yet, it is often measured unidimensionally. This study developed and validated scales that measure 2 dimensions of COC. Results show that employees distinguish between the 2 types of COC and that the subscales differentially predict outcomes.

Benjamin Granger, University of South Florida
Meng Taing, University of South Florida
Kyle Groff, University of South Florida
Russell Johnson, University of South Florida

Submitted by Benjamin Granger, bgranger@mail.usf.edu

149-9 Organizational Justice and Support: Moderating the Organizational Politics-Job Tension Relationship

Perceptions of organizational justice and perceived support were hypothesized to buffer the negative effects of politics perceptions on job tension and turnover intentions. Procedural justice and coworker support significantly moderated the relationship between politics and outcome variables at more than 1 level (e.g., peer, supervisor) of politics perceptions.

Anne Hansen, Colorado State University
Zinta Byrne, Colorado State University

Submitted by Anne Hansen, amhansen@colostate.edu

149-10 Organizational Commitment in a Volunteer Workforce

The study examines how and why functional motives affect volunteer organizational commitment. Results showed that values, understanding, and protective and enhancement motives were related to organizational commitment, and volunteer satisfaction mediated the relationship. In addition, the study provides a framework that explains when traditional work theories may be applied to volunteer workers.

Ann Huffman, Northern Arizona University
Jaime Henning, Eastern Kentucky University
Tonya Frevert, Northern Arizona University

Submitted by Ann Huffman, ann.huffman@nau.edu

149-11 Moderating Effects in Relationships Between Person–Organization Fit and Job Attitudes

This study examined the moderating effect of perceived organizational support and expected utility of present job on the relationship between person–organization fit and job attitudes. Results showed that the relationship was more positive when the level of POS and EUPJ was low as compared to when it was high.

Hana Lee, Yonsei University
Hyun Young Cho, Yonsei University
Young Woo Sohn, Yonsei University

Submitted by Hana Lee, kaienf@naver.com

149-12 Beyond the Dotted Line: Psychological Contracts and Organizational Commitment

New insight into the employer–employee relationship is provided by examining the relation between employees' perceptions of psychological contract features and their organizational commitment. In addition, psychological contract research is advanced by developing a generalizable feature measure, and expand commitment research by evaluating the dual nature of normative commitment.

Kate McInnis, The University of Western Ontario
John P. Meyer, The University of Western Ontario

Submitted by Kate McInnis, kmcinni3@uwo.ca

149-13 Organizational Cynicism, Voice, and Job Satisfaction: Exploring Relationships

Many employees are cynical about the motives of organizations and their leaders, and this cynicism may influence important job attitudes. This paper explores organizational cynicism and its relation to job satisfaction. Further, it explores voice as a mediating variable in the relationship between organizational cynicism and job satisfaction.

Kristyn Scott, University of Toronto Scarborough
David Zweig, University of Toronto Scarborough

Submitted by Kristyn Scott, kscott@utsc.utoronto.ca

149-14 Occupational Fit and the Role of Individual Adaptability

This study examined individual adaptability as a moderator of the effects of perceived and objective fit on performance and affective outcomes. Results revealed that perceived fit related more strongly to certain outcomes as compared to objective fit. Individual adaptability moderated the relationship between perceived fit and satisfaction.

Jennifer Wessel, Michigan State University
 Ann Marie Ryan, Michigan State University
Frederick Oswald, Michigan State University

Submitted by Jennifer Wessel, wesselje@msu.edu

FRIDAY PM

149-15 Measuring Job Satisfaction as an Attitude: The Facet Satisfaction Scale

This study created 2 new attitudinal measures of job satisfaction that assessed the evaluation of job facets to align the definition and measurement of job satisfaction. These 2 scales are expected to enhance our ability to quantify the relationship between job satisfaction and other important job-related variables.

Terence Yeoh, University of North Texas
Joseph Huff, University of Illinois Springfield
Submitted by Terence Yeoh, terenceyeoh@yahoo.com

149-16 Employee Empowerment: From Managerial Practices to Employees' Behavioral Empowerment

This study examines the relationships between supervisors' empowering managerial practices (SEMP), employee psychological empowerment (PE), and a new behaviorally based measure of employee empowerment (BE). Based on self-report ($N = 359$) and multisource data ($N = 185$), it appears that SEMP link to BE is completely mediated by PE.

Jean-Sebastien Boudrias, University of Montreal
Patrick Gaudreau, University of Ottawa
Andre Savoie, University of Montreal
Alexandre J.S. Morin, University of Sherbrooke
Vincent Rousseau, University of Montreal
Submitted by Jean-Sebastien Boudrias,
    jean-sebastien.boudrias@umontreal.ca

149-17 The Effects of Gender and Communication Style on Leadership Perceptions

This study investigated how affiliative and agentic styles of communication influenced perceptions of leadership behavior for men and women. Results showed perceptions of consideration behavior were consistently lower for female, as compared to male, leaders when they employed an incongruent style of communication.

Toni Willis, SUNY-New Paltz
Maryalice Citera, SUNY-New Paltz
Submitted by Maryalice Citera, citeram@newpaltz.edu

149-18 Understanding the Motivational Implications of Team Leadership

This study examines the conditions under which coaching and directive team leadership are effective and how team member motivation mediates the relationship between team leadership and performance. Results suggest leader charisma and team member self-efficacy are key boundary conditions for understanding when coaching or directive team leadership are effective.

Daniel Scott DeRue, University of Michigan
Christopher Barnes, Michigan State University
Frederick Morgeson, Michigan State University
Submitted by Daniel DeRue, dsderue@umich.edu

149-19 Transformational Leadership and Psychological Capital: Implications for Performance and OCB

This study examines the relationship between transformational leadership and psychological capital (PsyCap) and PsyCap's subsequent influence on outcome variables. Results indicate that leader behaviors influence PsyCap, which, in turn, influence performance and OCBs. Implications for the leadership and POB literatures are discussed.

Michael Frazier, Oklahoma State University
Paul Johnson, Oklahoma State University
Janaki Gooty, Okahoma State University
Mark Gavin, Oklahoma State University
Brad Snow, Oklahoma State University
Submitted by Michael Frazier, lance.frazier@okstate.edu

149-20 A Contingency Model of Self-Monitoring in a Racioethnically Diverse Context

This paper examines the effectiveness of leadership in a racioethnically diverse context. Specifically, this paper investigates whether Asian Americans have a different level of LMX compared with their European-American counterparts and if so, what factors are responsible for moderating the link between racioethnicity and LMX.

Guohong Han, Youngstown State University
Submitted by Guohong Han, ghan@ysu.edu

149-21 Justice and Morale: How Leader Reward Behaviors Affect Employee Performance

Although leader reward behaviors relate favorably to important employee outcomes, it is crucial to know why these relationships exist. This study shows that justice perceptions and morale mediate the effects of leader reward behaviors on subordinates' task and citizenship performance and turnover intentions. Practical implications and limitations are discussed.

Erin Jackson, University of South Florida
Michael Rossi, University of South Florida
Ozgun Rodopman, University of South Florida
Amy Taylor, University of South Florida
Gabriel Lopez Rivas, University of South Florida
Edward Hoover, University of South Florida
Liuqin Yang, University of South Florida
Russell Johnson, University of South Florida
Submitted by Erin Jackson, erinmjackson@gmail.com

149-22 Effects of Supervisor Support for Creativity on Employee Outcomes

This paper examined the relationships between a supervisor's regulatory focus and propensity to promote creativity among subordinates, and supervisors' perceived support for creativity to employee attitudes and performance. Data were gathered through supervisor and employee surveys. Results indicated that supervisor support for creativity positively related to subordinate attitudes and task performance.

Emilija Djurdjevic, University of South Florida
Natasha Grzesick, University of South Florida
Russell Johnson, University of South Florida

Submitted by Russell Johnson, rjohnson@cas.usf.edu

149-23 The Mediating Role of Organizational Job Embeddedness

This study examines leader–member exchange (LMX) as a predictor of organizational job embeddedness (OJE), OJE as a predictor of job satisfaction, turnover intentions, and actual turnover, and OJE as an intermediary mechanism that mediates the LMX-outcome relationships. These relationships are examined in a sample of 205 automobile employees.

Kenneth Harris, Indiana University Southeast
Anthony Wheeler, University of Rhode Island
K. Michele Kacmar, University of Alabama

Submitted by K. Michele Kacmar, mkacmar@cba.ua.edu

149-24 Relationships of LMX With Its Antecedents and Consequence Within Context

This paper examines the relationships of LMX with its antecedents and consequence within the context and proposes that organizational collectivism and organizational individualism influence the 4 dimensions of LMX. It also suggests that LMX quality and perceived organizational prestige interact in predicting organizational commitment besides their main effects.

Dejun Kong, Washington University in St. Louis

Submitted by Dejun Kong, kongd@wustl.edu

149-25 Leadership, Organizational Commitment, and Change Commitment: A Multilevel Investigation

This study investigates the effects of transformational leadership, change leadership, and organizational (affective) commitment on employees' commitment to a specific change. A 3-way interaction among the predictors indicates that the positive relationship between transformational leadership and change commitment is the strongest under low change leadership and high organizational commitment.

Yi Liu, Georgia Institute of Technology
Donald Fedor, Georgia Institute of Technology
David Herold, Georgia Institute of Technology
Steven Caldwell, University of South Carolina-Upstate

Submitted by Yi Liu, yi.liu@gatech.edu

149-26 Servant-Leadership and Team Performance, the Key Role of Humility

528 students (137 teams) participated in a HRM simulation and completed an online survey. Team performance improved over time in teams with a "servant" leader and differed significantly from teams with a "normal" leader and leaderless teams. Furthermore, in "servant"-led teams, leader humbleness positively influenced team grade.

Inge Nuijten, Erasmus University Rotterdam
Dirk Van Dierendonck, Erasmus University Rotterdam

Submitted by Inge Nuijten, inuijten@rsm.nl

149-27 Downward Influence Tactics of Group Leaders Following a Merger

This study addressed how and whether leaders adjust their downward influence tactics after a merger. Results indicated significant differences in choice of influence tactics used by leaders of the parent vs. the acquired firm. Leaders also changed their choice of influence tactics over time.

Jason Myrowitz, Arizona State University
Suzanne Peterson, Arizona State University
Kristin Byron, Syracuse University

Submitted by Suzanne Peterson, suzanne.peterson@asu.edu

149-28 Emotional Intelligence and Leader Effectiveness: A Gender Comparison

This paper investigated the moderating influence of gender on the relationship between emotional intelligence and leadership. Results suggest that gender moderates the relationship, such that the relationship is stronger for women than for men. Results also suggest that gender moderates the relationship when leadership is examined at the dimension level.

Elizabeth Scharlau, University of Georgia
Karl Kuhnert, University of Georgia

Submitted by Elizabeth Scharlau, Scharlau@uga.edu

149-29 Meta-Analysis of Emotional Intelligence and Transformational and Transactional Leadership

This meta-analysis examines the association between emotional intelligence (EI) and transformational and transactional leadership. Results support the hypothesis that EI has a positive impact on transformational leadership and contingent reward, and that these relationships are higher for mixed measures of EI than ability-based measures.

Megan Shaw, George Washington University
Jordan Robbins, George Mason University

Submitted by Megan Shaw, megshaw@gwu.edu

149-30 Leadership Developmental Level and Performance: An Investigation of Male–Female Differences

This study investigates the differential predictive ability of leadership developmental levels (constructive/developmental theory) in a model of leader performance and explores potential sources of this discrepancy, including rater bias, performance differences, developmental differences, gender moderation, and interpersonal connection style.

Sarah Strang, University of Georgia
Karl Kuhnert, University of Georgia

Submitted by Sarah Strang, sestrang@uga.edu

FRIDAY PM

149-31 Leader–Member Exchange: A Longitudinal Analysis of Turning Points and Variability

This paper advances leader–member exchange theory by taking a dynamic view of dyadic leadership. Using quantitative and qualitative methods, researchers examined turning points for 2 aspects of LMX relationships: affect/liking and trust/dependability. Growth curve analyses were used to examine the importance of variability, and event categories were developed and explored.

Eric Welch, Purdue University
Howard Weiss, Purdue University
Stephen Green, Purdue University

Submitted by Eric Welch, ewelch@purdue.edu

149-32 Sharing Leadership: Examining Vertical and Shared Charisma in Organizations

This study examines vertical and shared leadership. Results illustrated that both were important factors related to unit-level conflict, helping, and performance with each adding unique variance. Further, these constructs interacted to predict the outcomes within a mediated IPO framework illustrating the utility and complementarities of shared and vertical charisma.

Jonathan Ziegert, Drexel University
David Mayer, University of Central Florida
Ronald Piccolo, University of Central Florida

Submitted by Jonathan Ziegert, ziegert@drexel.edu

150. Symposium/Forum: 12:30 PM–1:50 PM Yosemite B

Leading the Team, and Above

Four empirical studies explore the role of team leaders in bridging the external boundaries of teams and of leaders in shaping the cognitive mechanisms of teamwork. These studies contribute to knowledge of team leadership by exploring points of impact at the team and multiteam levels of analysis.

Leslie DeChurch, University of Central Florida, *Chair*
Michelle A. Marks, George Mason University, *Chair*
Kimberly A. Smith-Jentsch, University of Central Florida, *Leader-Led Guided Team Self-Correction: A Strategy for Promoting Team Learning*
Kenneth Randall, Florida International University, Christian Resick, Drexel University, Toshio Murase, University of Central Florida, Miliani Jimenez, University of Central Florida, *Modeling Team Adaptation: What Role Does External Leader Sensemaking Play?*
Leslie DeChurch, University of Central Florida, Michelle A. Marks, George Mason University, *Leader Mental Models and Multiteam System Effectiveness*
Michelle A. Marks, George Mason University, Dave Luvison, Alliance Vista Corporation, *Understanding Leadership in Multiteam Alliances*
Gerald F. Goodwin, U.S. Army Research Institute, *Discussant*

Submitted by Leslie DeChurch, ldechurc@mail.ucf.edu

151. Roundtable Discussion/Conversation Hour: 1:00 PM–1:50 PM Continental 1

English Language Proficiency and Cultural Issues in U.S.-Based Selection Assessment

Practical and legal challenges arise in implementing selection assessment programs when the applicant population consists partly of nonnative English speakers with varied cultural backgrounds. These factors can in turn impact assessment-related outcomes. The objective of this session is to engage audience discussion and offer practical guidance for addressing these challenges.

Andrew L. Solomonson, PreVisor, *Host*
Joan M. Glaman, The Boeing Company, *Host*

Submitted by Andrew Solomonson, asolomonson@previsor.com

152. Special Events: 1:00 PM–1:50 PM Continental 3

Executive Committee Invited Session: Town Hall Meeting
Come meet with the SIOP leadership to discuss initiatives relative to the strategic plan as well as to get answers to your questions about SIOP activities. Topics may include changes to align our governance structure with strategic initiative, reaffirmation of the scientist–practitioner model, and any other topics of interest to you.

Lois E. Tetrick, George Mason University, *Chair*
Gary P. Latham, University of Toronto, *Chair*
Jeffrey J. McHenry, Microsoft Corporation, *Chair*
Lisa Finkelstein, Northern Illinois University, *Chair*
Kenneth Pearlman, Independent Consultant, *Chair*

153. Symposium/Forum: 1:00 PM–2:50 PM Continental 8

How Rude! Investigating the Complexity of Disrespectful Behaviors at Work
Workplace rudeness is a widespread problem and much research has shown that the experience of rudeness can have drastic negative effects on workers. The purpose of this symposium is to add complexity to understanding disrespectful behaviors at work by exploring such issues as organizational power, climate, and the actor's perspective.

Jennifer Bunk, West Chester University, *Chair*
Jennifer Bunk, West Chester University, Jodi Karabin, West Chester University, Tracie A Lear, West Chester University, Lauren Gambrino, Fairleigh Dickinson University, *Why Are You Being Rude? Deviance From the Actor's Viewpoint*
Dana B Kabat, University of Michigan, Lilia M. Cortina, University of Michigan, Emily Leskinen, University of Michigan, Marisela Huerta, University of Michigan, *Selective Incivility: New and Improved Discrimination in the Workplace?*
Summer Polson, Western Kentucky University, Kathi N. Miner-Rubino, Western Kentucky University, Sherri Settle, Macro International Inc., *Gender, Occupational Position, and Incivility: Status and Workplace Rudeness*

Benjamin M. Walsh, University of Connecticut, Vicki J. Magley, University of Connecticut, Kimberly A. Davies-Schrils, University of Connecticut, Matthew Marmet, The University of Connecticut, David Reeves, University of Connecticut, Jessica A. Gallus, University of Connecticut, ***Developing and Validating a Brief Measure of Workplace Civility Norms***

Ronald Brassell, Western Kentucky University, Kathi N. Miner-Rubino, Western Kentucky University, Megan Preston, Western Kentucky University, ***Creating Conflict: Organizational Antecedents of Uncivil Workplace Climates***

Julian I. Barling, Queen's University, ***Discussant***

Submitted by Jennifer Bunk, jbunk@wcupa.edu

154. Symposium/Forum: 1:00 PM–1:50 PM
Continental 9

Performance Management Processes That Drive Business Results

When designed, implemented, managed, and integrated into talent management practices, performance management helps drive business results. Current research presented around the drivers of performance management process design, management, and the integration with other talent management initiatives. Two different organizations will present on implementation and management of their performance management processes.

Tobin V. Anselmi, Creative Metrics, ***Chair***
Tobin V. Anselmi, Creative Metrics, ***Best Practice—Performance Management Processes Research Results***
Janet E. Hecht, State Personnel Administration, ***Implementing a Performance Management Initiative in a Government Setting***
Lucy H Dahl, Dell Inc., ***Managing and Integrating a Best Practices Performance Management Process***
Gary Johnsen, Creative Metrics, ***Discussant***

Submitted by Tobin Anselmi, tobin.anselmi@creativemetrics.com

155. Symposium/Forum: 1:00 PM–2:50 PM
Imperial A

I-O Innovations in the Intelligence and Defense Community

To meet current national security threats, I-O psychologists play unique and important roles at the strategic level, helping create tools and programs needed to adapt quickly and well. Building on the innovation theme from SIOP's Leading Edge consortium, we discuss specific challenges in the intelligence and defense community.

Wendy S. Becker, University at Albany-SUNY, ***Chair***
Wayne A. Baughman, National Security Agency/Central Security Service, ***Chair***
Elizabeth Kolmstetter, Office of Human Capital, ***From Vision to Results: I-O Contributions From the Strategic Level***
Jane Homeyer, Office of the Chief Human Capital Officer, ***Implementing the Intelligence Community Human Capital Plan***
Richard L. Rees, U.S. Government, ***A Model of Political Leadership Decision Making***
Dave Dorsey, Personnel Decisions Research Institutes, ***Redefining and Rebuilding the Defense Workforce***
Elaine D. Pulakos, Personnel Decisions Research Institutes, ***Discussant***

Submitted by Wendy Becker, w.becker@albany.edu

156. Panel Discussion: 1:30 PM–2:50 PM
Continental 2

Creative and Innovative Processes in Teams: Dealing With Inherent Messiness

Creativity and innovation are important for team and organizational effectiveness. Current research and theory approach creative and innovative processes in a traditional linear fashion, although such processes are characterized by nonlinear, dynamic, iterative "messiness." This panel discussion addresses how we can incorporate messiness into our theories and research designs.

James L. Farr, Pennsylvania State University, ***Chair***
Carsten K. W. De Dreu, University of Amsterdam, ***Panelist***
Michael Frese, University of Giessen, ***Panelist***
John E. Mathieu, University of Connecticut, ***Panelist***
Veronique Tran, ESCP-EAP (European School of Management), ***Panelist***

Submitted by James Farr, J5F@PSU.EDU

157. Master Tutorial: 1:30 PM–2:50 PM
Continental 4
One and one-half (1½) CE credits for attending! Register at the session.

Update in Wage and Hour Litigation

I-Os are rarely involved as experts in wage and hour class action lawsuits. Two types of cases are most relevant: (a) jobs misclassified as exempt from overtime requirements and (b) missed meal/rest breaks and work off the clock. Recent court decisions offer new opportunities.

Cristina G. Banks, University of California, Berkeley, ***Presenter***
Lloyd Aubry, Morrison Foerster, ***Presenter***

Submitted by Cristina Banks, banks@haas.berkeley.edu

158. Panel Discussion: 1:30 PM–2:50 PM
Continental 5

Current Issues in Internet Assessment–The Providers' View

Advances in Internet technology, globalization, market pressures, and other issues have challenged assessment providers to ensure greater access to assessments while maintaining professional integrity. This panel provides insight into current issues including test security, unproctored assessment, globalization, accessibility, market pressures, professional standards and legal regulations, and psychometric integrity and utility.

Gary R. Schmidt, Saville Consulting, Inc., ***Chair***
Paul T Barrett, Hogan Assessment Systems, ***Panelist***
David N. Dickter, PSI, ***Panelist***
Michael S. Fetzer, PreVisor, ***Panelist***
Michael Goldman, Bigby Havis & Associates, ***Panelist***
Charles A. Handler, Rocket-Hire, ***Panelist***
Steven T. Hunt, SuccessFactors, ***Panelist***
Reid E. Klion, Performance Assessment Network, ***Panelist***
Nathan J. Mondragon, Taleo, ***Panelist***
Syed Saad, The Devine Group, ***Panelist***
Peter Saville, Saville Consulting, ***Panelist***

Submitted by Gary Schmidt, gary.schmidt@savilleconsulting.com

159. Symposium/Forum: 1:30 PM–2:50 PM
Continental 6

Integrating Leadership and Organizational Justice: The Next Phase

Growing evidence suggests that employee perceptions of leader fairnesss have important attitudinal, affective, and behavioral consequences for leadership effectiveness. This symposium integrates organizational justice and leadership research to examine how justice can be a boundary condition for leadership effects and can serve as an underlying mechanism explaining effective leadership.

Daan van Knippenberg, Erasmus University Rotterdam, *Chair*
David De Cremer, Tilburg University, *Chair*
Daan van Knippenberg, Erasmus University Rotterdam, *Leadership and Fairness: A Review and Research-Based Model*
David M. Mayer, University of Central Florida, Mary Bardes, University of Central Florida, Ronald F. Piccolo, University of Central Florida, *Do Servant-Leaders Satisfy Follower Needs? An Organizational Justice Perspective*
Mary Bardes, University of Central Florida, Ronald F. Piccolo, University of Central Florida, David M. Mayer, University of Central Florida, Timothy A. Judge, University of Florida, *Does High Quality Leader–Member Exchange Accentuate Effects of Organizational Justice?*
David De Cremer, Tilburg University, *When Passionate Leadership Affects Procedural Justice Effects: A Contingency Approach*
Mary Uhl-Bien, University of Nebraska-Lincoln, *Discussant*

Submitted by Daan van Knippenberg, dvanknippenberg@rsm.nl

160. Symposium/Forum: 1:30 PM–2:50 PM
Continental 7

Assessments Used for Employee Development: Individual and Organizational Outcomes

Despite the growing emphasis on employee development programs in organizations, little is known about outcomes associated with a typical component of development–assessments used for feedback. This session will focus on approaches to implementing development programs centered around assessments and how these programs result in individual and organizational outcomes.

Tracy Kantrowitz, PreVisor, *Chair*
Michelle Bossart, FedEx Customer Information Services, *Using Assessments Within an Enterprise-Wide Career Development Program*
Tracy Kantrowitz, PreVisor, Darrin Grelle, The University of Georgia, *Validity of Career Development Assessments For Satisfaction, Engagement, and Fit*
Corey S. Munoz, Fannie Mae, Stephanie A. Tarant, Fannie Mae, *Beyond Multisource Feedback: Designing Developmental Assessment Programs*
Jay Janovics, PreVisor, Allison Lamazor, American Express, *Developing Team Leaders and Driving Service Excellence at American Express*
Sylvester Taylor, Center for Creative Leadership, *Discussant*

Submitted by Tracy Kantrowitz, tkantrowitz@previsor.com

161. Interactive Posters: 1:30 PM–2:20 PM
Executive Board Room

A 360 View of Multisource Feedback Instruments

161-1 A Multilevel Modeling Alternative to Aggregation in 360-Degree Feedback

This study presented a multilevel alternative to mean aggregation in 360 degree feedback. Algebraic derivations demonstrate how correlations between aggregate means can produce biased estimates of group level phenomena. This is further supported by an empirical example that demonstrates the different results and conclusions reached by the 2 approaches.

Christopher Barr, University of Houston
Paras Mehta, University of Houston
David Francis, University of Houston

Submitted by Christopher Barr, cbarr@mail.uh.edu

161-2 Using IRT to Evaluate and Modify MSF Instruments

This study examined the psychometric properties of a multisource feedback (MSF) instrument with classical test theory (CTT) and item response theory (IRT). Results showed that CTT and IRT provided similar information and that IRT could be used to develop specialized MSF instruments.

Dana Glenn, The George Washington University
Karla Stuebing, University of Houston
Jason Etchegaray, University of Texas M. D. Anderson Cancer Center
Rebecca Fraser, The George Washington University

Submitted by Dana Glenn, dglenn@gwu.edu

161-3 Conceptual Equivalency and Interrater Reliability in 360 Leadership Assessment

Measurement equivalence and the minimum number of raters required for adequate interrater reliability were established for the AZIMUTH, an Army 360-degree leader feedback assessment. Results indicated no interrater reliability differences between rating sources and a minimum of 4 raters required for each source to produce interrater convergence > .70.

John Steele, Kansas State University
Submitted by John Steele, jpsteele@ksu.edu

161-4 Rating Behaviors in a 360 Assessment: Estimation Patterns and Convergence

This study explored AZIMUTH 360-degree feedback rating behaviors. Distributions of ratings, estimation patterns, rater convergence, and equality of ratings were examined. Contributions include a description of rating patterns of Army officers, a comparison of these rating patterns to the U. S. organization literature, and a description of the rating pattern effects.

John Steele, Kansas State University
Submitted by John Steele, jpsteele@ksu.edu

162. Community of Interest: 1:30 PM–2:50 PM
Franciscan A

The Science and Practice of Mentoring

Tammy D. Allen, University of South Florida, *Host*
Mark L. Poteet, Organizational Research & Solutions, Inc., *Host*

163. Symposium/Forum: 1:30 PM–2:50 PM
Grand Ballroom A

The Importance, Assessment, and Development of Flexible Leadership

Despite widespread interest in flexible leadership, several practical questions remain: Why is flexibility so important? How should it be conceptualized and assessed? How to help managers become more flexible leaders? This session provides practitioners with answers and examples from fellow practitioners and noted scholars currently wrestling with these questions.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*
Gary A. Yukl, University at Albany-SUNY, *The Meaning and Importance of Flexible Leadership*
Robert B. Kaiser, Kaplan DeVries Inc., *Assessing Flexibility as a "Mastery of Opposites"*
Kenneth De Meuse, Lominger International: A Korn/Ferry Co., *Learning Agility: A New Construct Whose Time Has Come*
Stephen J. Zaccaro, George Mason University, Katherine Ely, George Mason University, Elizabeth A, Conjar, George Mason University, Christopher Midberry, George Mason University, Jonathan Bryson, Consortium of Universities, *Experiential Variety in the Development of Adaptability Skills*
Larry W. Norton, PETsMART, Inc., *Discussant*

Submitted by Robert Kaiser, rkaiser@kaplandevries.com

164. Poster Session: 1:30 PM–2:50 PM
Grand Ballroom B

Job Performance/Citizenship Behavior/Human Factors

164-1 Metacognitive Tracking of Performance: Implications for Error Reporting in Organizations

One hundred thirty eight participants completed 240 trials requiring "yes–no" responses to textual or mathematical expressions. No feedback was provided and following the task, participants provided estimates of the errors they made. Results indicate that participants overestimated their accuracy, especially as actual performance worsened. Implications for error self-reporting are discussed.

Kraig Schell, Angelo State University
Melissa Larson, Angelo State University
Deryck Boulanger, Angelo State University

Submitted by Kraig Schell, kraig.schell@angelo.edu

164-2 A Multilevel Analysis of Operator Trust in Sonification Systems

A multilevel analysis was used to investigate operator trust in sonification systems as a function of sonification pulse rate, system reliability, and mental workload. Consistent with prior research, analyses revealed that sonification pulse rate significantly affected operator trust, as did system reliability.

Randall Spain, Old Dominion University
Elizabeth Newlin, Old Dominion University
James Bliss, Old Dominion University

Submitted by Randall Spain, rspain@odu.edu

164-3 Development of a Modeling Approach for Human–Robot Interaction

A modeling approach was developed to capture human–robot interaction for the operation of unmanned aerial vehicles (UAVs). The resultant method reflects an integration of job analysis, cognitive work analysis, and Petri nets. The tool was applied to human–robot teams focusing on search-and-rescue tasks.

Rosemarie Yagoda, University of South Florida
Michael Coovert, University of South Florida
Jennifer Burke, University of South Florida
Robin Murphy, University of South Florida

Submitted by Rosemarie Yagoda, ryagoda@mail.usf.edu

164-4 Progress Toward Understanding the Structure and Determinants of Job Performance

Performance models focusing on ability and personality predictors of task and citizenship performance largely confirmed that ability predicts primarily task performance and personality predicts primarily citizenship performance. The mediation related to task knowledge and skill was confirmed, and the overall fit of the models was quite good.

Laura Brantley, Middle Tennessee State University
Walter Borman, Personnel Decisions Research Institutes/ University of South Florida
Mary Ann Hanson, Center for Career and Community Research

Submitted by Laura Brantley, brantley@mtsu.edu

164-5 The Theoretical and Empirical Courting of a Virtual Work Model

This study developed a model of performance for virtual teamwork through theoretical and empirical strategies. A 7-factor structure was hypothesized and tested using confirmatory factor analysis. All scales were pilot tested and construct validated. Fit indices demonstrate acceptable fit to the data and failed to support alternative models.

Tina Malm, Florida Institute of Technology
Richard Griffith, Florida Institute of Technology
Shawn Burkevich, Florida Institute of Technology

Submitted by Shawn Burkevich, burkevich@gmail.com

164-6 Role Definition as a Moderator of Safety Climate/OCB Relationship

The effect of role definition on the relationship between safety climate and OCB was explored in a sample of 95 hospital nurses. Role definition moderated the positive relationship, such that the correlation between safety climate and OCB was strong when role definition was narrow and weak when it was broad.

Olga Clark, University of Hartford
Michael Zickar, Bowling Green State University
Steve Jex, Bowling Green State University

Submitted by Olga Clark, oclark@hartford.edu

FRIDAY PM

164-7 Effects of Supervisor and Subordinate Gender on Contextual Performance Evaluations

This study investigated supervisor ratings of 2 dimensions of contextual performance (CP), altruism and Conscientiousness. A main effect for supervisor gender was found; as female supervisors' rated subordinates' CP were significantly higher than male supervisors. A significant interaction between supervisor gender and subordinate gender was not found.

Kristin Cullen, Auburn Univesity
Julie Hetzler, Auburn University
Daniel Svyantek, Auburn University
Scott Goodman, Shaker Consulting Group
Submitted by Kristin Cullen, cullekr@auburn.edu

164-8 I Need You, You Need Me: Interdependence, Representation, Productivity

Amount of target unit member representation during decision making is found to influence the effect of a participative intervention on work unit performance such that the higher the task interdependence and the higher the representation of target unit members during the intervention, the greater the performance improvement.

Julia Fullick, University of Central Florida
Wendy Bedwell, University of Central Florida
Sallie Weaver, University of Central Florida
Robert Pritchard, University of Central Florida
Submitted by Julia Fullick, JFullick1106@aol.com

164-9 An Empirical Comparison of Maximal Versus Typical Measures of Performance

This paper distinguishes the concepts of maximal and typical performance, proposes a strategy for measuring maximal and typical performance in the everyday work setting, and empirically examines the effects of ability on the maximal-typical performance distinction. It is concluded that there are differences between maximal and typical performance.

Diana Deadrick, Old Dominion University
Donald Gardner, University of Colorado-Colorado Spring
Submitted by Donald Gardner, dgardner@uccs.edu

164-10 Work-Role Centrality and Job Satisfaction Across 45 Countries

Concurrent prediction relating relative work role centrality (i.e., work importance compared to other areas, e.g., family) with job satisfaction are made testing the finite-resources vs. multiple-role-enhancement hypotheses. Polynomial regression analysis on the World Values Survey ($N = 42,113$ from 45 countries) supports the multiple-role enhancement hypothesis.

Regina Herzfeldt, Center for Creative Leadership
William Gentry, Center for Creative Leadership
Submitted by Regina Herzfeldt, regina.herzfeldt@gmail.com

164-11 Helping in the Workplace: A Social Cognitive Perspective

Drawing from tenets of social cognitive theory, a 2-stage model of OCBs is proposed that can explain helping behavior both within and across individuals. Integral to the model are situational perceptions and cognitive-affective processing and the distinction between the decision to engage in OCBs and self-regulation of helping behaviors.

Julie Kalanick, Virginia Tech
Neil Hauenstein, Virginia Tech
Submitted by Julie Kalanick, juliek2@vt.edu

164-12 Dispositional Affect and Job Behaviors: A Meta-Analytic Investigation

Meta-analyses of 57 studies revealed that positive affectivity predicted task performance and OCBs, and negative affectivity predicted task performance, OCBs, CWBs, withdrawal behaviors, and safety performance. Additional analyses revealed that relationships varied across job type and that PA and NA predicted task performance beyond Neuroticism and Extraversion.

Seth Kaplan, George Mason University
Jill Bradley, Tulane University
Joseph Luchman, George Mason University
Douglas Haynes, George Mason University
Submitted by Seth Kaplan, skaplan1@gmu.edu

164-13 Promotions and Justice: A Model of Intraorganizational Mobility Channels

This study evaluated employees' perceptions of promotions as either performance based (exceptional or reliable) or nonperformance based (luck/favoritism or race/sex). Promotional justice may be responsible for the relationship between the promotion mobility channels (except reliable performance) and job satisfaction, organizational commitment, turnover intentions, task performance, and organizational citizenship behaviors.

Heather Kchodl, Central Michigan University
Jennica Webster, Central Michigan University
Terry Beehr, Central Michigan University
Submitted by Heather Kchodl, kchod1hm@cmich.edu

164-14 Quality Call Monitoring:Theory Versus Reality in Performance Management

This paper explores call center quality monitoring practices: the theory vs. current industry practice. It presents a 2006 survey that captures the call monitoring practices of 438 companies across multiple industries. The survey findings are compared with design components that are critical to effective performance management.

Miriam Nelson, Aon Consulting
Clifford Jay, Aon Consulting
Submitted by Miriam Nelson, miriam_nelson@aon.com

164-15 OCB and Performance at the Group Level: A Meta-Analytic Review

This article meta-analytically reviews 25 independent samples ($N = 2,004$) to examine the relationship between organizational citizenship behavior and performance at the group level. Analyses suggest a positive overall relationship between OCB and performance ($\rho = .33$), as well as the presence of several moderators.

George Hrivnak, George Washington University
Megan Shaw George Washington University
Tjai Nielsen, George Washington University
Submitted by Tjai Nielsen, tnielsen@gwu.edu

164-16 Measuring Norms for Workplace Deviance and Citizenship Behavior

This research contributes to research on normative workplace deviance behavior (WDB) and organizational citizenship behavior (OCB). Data from 2 studies demonstrate that WDB and OCB norms in groups can be validly measured with group-referent scales, and that these constructs are empirically distinct from individuals' reports of personal WDB and OCB.

Jane O'Reilly, Queen's University
Jana Raver, Queen's University
Submitted by Jane O'Reilly, joreilly@business.queensu.ca

164-17 Supervisory Performance Ratings: What Have We Been Measuring?

In an effort to examine the content-related validity and construct-related validity of supervisor performance rating instruments (i.e., dimensions) in the research literature, 315 measures from 289 articles were coded. Results revealed considerable variability across measures. Consistent with theory, most measures were multidimensional. Interpersonal competence was the most frequent dimension assessed.

Stephanie Payne, Texas A&M University
Margaret Horner, Texas A&M University
Saurabh Deshpande, Texas A&M University
Kevin Wynne, Texas A&M Univesity
Submitted by Stephanie Payne, scp@psyc.tamu.edu

164-18 Individual- and Organizational-Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis

This study provides a meta-analytic examination of the relationships between organizational citizenship behaviors (OCBs) and individual- and organizational-level outcomes. Results based on over 100 independent samples indicated that OCBs were related to individual-level performance appraisals, reward allocations, turnover, and absenteeism; and unit-level productivity, efficiency, profitability, customer satisfaction, and turnover.

Nathan Podsakoff, University of Florida
Steven Whiting, Georgia State University
Philip Podsakoff, Indiana University
Brian Blume, University of Michigan, Flint
Submitted by Nathan Podsakoff, podsakof@email.arizona.edu

164-19 Leader Influences on Training Transfer and Intervening Mechanisms

This paper examines the extent to which leaders influence followers' training transfer, generalization, and maintenance of skills, and explore intervening mechanisms. Pretraining motivation is confirmed as a mediator, and outcome expectancy was tested as a moderator.

Anne Scaduto, Pennsylvania State University
Douglas Lindsay, Pennsylvania State University
Dan Chiaburu, Pennsylvania State University
Submitted by Anne Scaduto, azs105@psu.edu

164-20 A Performance Path Model: Workload, Schedule Satisfaction, and Stress Influences

This research studies how attitudinal perceptions of workload, work schedule satisfaction (WSS), and stress impact perceived performance. Results in 2 samples generally supported significant relationships between WSS, stress, and performance. Workplace efforts aimed at decreasing workload and increasing WSS may have valuable contributions to stress and performance.

Michael Smith, Kansas State University
Neena Gopalan, Kansas State University
Andrew Wefald, Kansas State University
Ronald Downey, Kansas State University
Dianne Whitney, Kansas State University
Submitted by Michael Smith, mrs5628@ksu.edu

164-21 Are All Good Soldiers Created Equal? Assessing OCB Motives

Alternative mechanisms beyond that of social exchange perceive OCB as being more proactive and functional (e.g., Finkelstein & Penner, 2004; Rioux & Penner, 2001). Applying Schwartz's (1992) values theory and expanding on Rioux and Penner's (2001) 3-dimensional OCB motives model, this study identified additional reasons for performing OCB.

Anna Tolentino, University of South Florida/Censeo
Russell Johnson, University of South Florida
Submitted by Anna Tolentino, anna.tolentino@gmail.com

164-22 "A" for Ability, "E" for Effort: Performance in Distance Education

The authors explored the joint effects of general mental ability and Conscientiousness (interpreted as a proxy of motivation) on academic performance in a distance education course. The results supported not only the main effect hypotheses but also indicated the presence of a significant interaction.

Kayo Sady, University of Houston
Emily David, University of Houston
Kori Callison, University of Houston
L. Witt, University of Houston
Submitted by L. Witt, witt@uh.edu

164-23 Impression Management by Association: Beware the Socially Unskilled

Effective impression management is critical for career mobility. The authors explored the moderating effect of social skill on the relationship between impression management by association and job performance ratings. Results indicated that for workers low in social skill, impression management by association was negatively related to supervisor performance ratings.

Evan Weinberger, University of Houston
L. Witt, University of Houston
Ari Malka, University of Houston
Emily David, University of Houston
Submitted by L. Witt, witt@uh.edu

164-24 The Relationship Between Coworkers' Organizational Citizenship Behaviors and Employee's Attitudes

This study examines (a) the relationships between coworkers' organizational citizenship behaviors (COCB) and employee attitudes and (b) the moderating role of task interdependence and organizational politics on these relationships. The results showed the moderating roles of task interdependence and politics might be significant or not according to the OCBs type.

Wongun Goo, Korea Labor Institute
Seokhwa Yun, Seoul National University
Wonseok Choi, Seoul National University 3 590
Submitted by Seokhwa Yun, syun@snu.ac.kr

164-25 Perceptions of Social Influence Impact Coworker Attraction and Helping Behavior

The outcomes associated with successful vs. unsuccessful influence were examined. Perceptions of influence were manipulated experimentally. Liking for, and willingness to help, targets of influence were subsequently assessed. Successful influence resulted in higher liking and helping behavior than unsuccessful influence. Benefits of influence to coworker relationships are discussed.

Stefanie Bruno, Baruch College, CUNY
Kristin Sommer, Baruch College, CUNY
Martin Bourgeois, Florida Gulf Coast University
Lily Lai-Ying Lo, Baruch College, CUNY
Submitted by Stefanie Bruno, stefaniebruno1@aol.com

164-26 Perceived Instrumentality of an Intervention: How Important Is Metacognitive Feedback?

This paper investigated the extent that metacognitive feedback influences the relationship between perceived instrumentality and productivity improvement following an organizational intervention. Results show that with high levels of metacognitive feedback, even when perceived instrumentality is low, organizations will still realize significant improvements in productivity.

Keisha Wicks University of Central Florida
Robert Pritchard University of Central Florida
Submitted by Carol Thornson, cthornson@cfl.rr.com

165. Symposium/Forum: 1:30 PM–2:50 PM Yosemite A

Reexamining Assessment Centers: Alternate Approaches

Despite their continued popularity, there is still much debate about what assessment centers (ACs) actually measure. This symposium answers recent calls to advance beyond traditional analytical approaches to examining ACs by bringing together presenters who incorporate alternative AC designs and analytical approaches to evaluate the psychometric soundness of ACs.

Brian J. Hoffman, The University of Georgia, *Chair*
Duncan Jackson, Massey University, *Competency Measurement and Assessment Centers: A Multitrait–Multimyth?*
Kyle E. Brink, Personnel Board of Jefferson County, Charles E. Lance, University of Georgia, Brian L. Bellenger, Personnel Board of Jefferson County AL, Ashley Morrison, University of Georgia, Elizabeth Scharlau, University of Georgia, Jeffrey L. Crenshaw, Personnel Board of Jefferson County, *Discriminant Validity of a "Next Generation" Assessment Center*
Mark C. Bowler, University of Tennessee, David J. Woehr, University of Tennessee, *Evaluating Assessment Center Construct-Related Validity via Variance Partitioning*
Brian J. Hoffman, The University of Georgia, *Individual Difference Correlates of Assessment Center Dimension and Exercise Effects*
Brian S Connelly, University of Minnesota, Deniz S. Ones, University of Minnesota, *Interrater Unreliability in Assessment Center Ratings: A Meta-Analysis*
Submitted by Brian Hoffman, hoffmanb@uga.edu

166. Symposium/Forum: 1:30 PM–2:50 PM Yosemite C

Does Age Really Matter? Generational Differences in the Workplace

Baby Boomers leave the workforce at higher rates than Millennials enter, creating a workforce shortage. Millennial preferences at different stages of the employee lifecycle are presented from 3 industries with topics including recruiting, generational differences in selection systems, work–life balance, and employee benefits. Implications on recruiting and retaining Millennials.

Arlene P. Green, Frito-Lay, Inc, *Chair*
Anna M. Safran, HRMC, *Selection Technology Solutions for the Millennial Generation*
Laura Mastrangelo, Frito-Lay North America, Arlene P. Green, Frito-Lay, Inc, *Millenial Preferences: From Applicants to Employees*
Sarah Betterton, Walgreens, *Are Boomer Benefits Benefiting Millennials? An Investigation Into Benefit Preferences*
Submitted by Laura Mastrangelo, laura.a.mastrangelo@fritolay.com

FRIDAY PM

167. Roundtable Discussion/Conversation Hour: 2:00 PM–2:50 PM
Continental 1

Maintaining Sound Science in Business: Strategies for Newly Minted I-Os

This conversation hour explores the issues new I-O psychologists face as they apply their graduate training in professional settings. Themes discussed include selling I-O to stakeholders, translating I-O principles into business terms, conducting research in applied settings, adapting to the hectic pace of business, and satisfying multiple stakeholders.

Starr L. Daniell, University of Georgia, *Host*
Holly S. Payne, DDI, *Host*
Craig R. Dawson, PreVisor, Inc., *Host*

Submitted by Starr Daniell, stdaniell@gmail.com

168. Special Events: 2:00 PM–2:50 PM
Continental 3

Executive Committee Invited Session: I-O Psychology Practitioners–What Do They Want From the Profession?

The session will present the results of the practitioner needs study. The study will survey all SIOP members in an effort to understand the needs and interests of practitioners, and the critical practice issues that will shape our field in the future.

Robert F. Silzer, Human Resource Assessment & Development, *Chair*
Richard T. Cober, Marriott International, *Chair*

169. Panel Discussion: 2:00 PM–2:50 PM
Continental 9

Conducting Applied I-O Research: Pitfalls and Opportunities

This panel discussion highlights the challenges, opportunities, and pitfalls to conducting research in applied settings. Topics include obtaining stakeholder buy-in (e.g., unions, IRB, management, participants), data confidentiality concerns, multisite research, and publication of findings. Experienced panelists from academia, government, industry, and consulting will share actual experiences and practical strategies.

S. Morton McPhail, Valtera Corporation, *Chair*
Christiane Spitzmuller, University of Houston, *Panelist*
Richard G. Best, Lockheed Martin, *Panelist*
Sylvia J. Hysong, Michael E. DeBakey VA Medical Center, *Panelist*

Submitted by Christiane Spitzmueller, christiane.spitzmueller@mail.uh.edu

170. Panel Discussion: 2:00 PM–2:50 PM
Imperial B

Key Elements of Successful Applied Experiences During Master's Level Training

This panel discussion will focus on critical issues regarding the applied experiences of students in master's level training. Questions regarding such applied experiences as internships, consulting projects, and service learning will be considered by the panel in an effort to identify key factors related to success in such experiences.

Kenneth S. Shultz, California State University-San Bernardino, *Chair*
Gary A. Adams, University of Wisconsin-Oshkosh, *Panelist*
Rodney P. Freudenberg, Los Angeles County Office of Education, *Panelist*
Michael C. Helford, Roosevelt University, *Panelist*
Calvin C. Hoffman, LA County Sheriff's Department, *Panelist*
Deborah Olson, Olson Consulting Associates, *Panelist*
David J. Whitney, California State University-Long Beach, *Panelist*

Submitted by Kenneth Shultz, kshultz@csusb.edu

171. Symposium/Forum: 2:00 PM–2:50 PM
Yosemite B

Promoters and Detractors: Customer Loyalty Research's Influence on Employee Engagement

Customer loyalty research created the concept of promoters, individuals so loyal to a company's products or brand they actively promote them to potential customers. Some companies are adapting this concept to employee engagement. This panel will explore the validity of the concept to the measurement of employee engagement.

Sarah R. Johnson, Genesee Survey Services, *Chair*
Sarah R. Johnson, Genesee Survey Services, *What Is NPS and Why Should We Be Interested?*
Kristin Chase, Universal Orlando, *Making Sense of NPS, Guest Satisfaction, Engagement, and Loyalty*
Paul Mastrangelo, Genesee Survey Services, *NPS Metrics Applied Across Employee Surveys: Is It Worth Promoting?*

Submitted by Sarah Johnson, sarah.johnson@gensurvey.com

172. Roundtable Discussion/Conversation Hour: 3:30 PM–4:50 PM
Continental 1

The Marginalized Workforce: How I-O Psychology Can Make a Difference

In this roundtable, we will engage academics and practitioners in a dialogue on the many workers who are outside the mainstream of organizational science and practice. We will discuss the challenges such workers face and the role our discipline can and should take in helping these individuals meet these challenges.

Douglas C. Maynard, SUNY New Paltz, *Host*
Bernardo M. Ferdman, Alliant International University, *Host*

Submitted by Douglas Maynard, maynardd@newpaltz.edu

173. Panel Discussion: 3:30 PM–4:50 PM
Continental 2

Perspectives of I-Os in Global Companies: Insights, Issues, and Challenges

A panel of experienced I-O psychologists from a diverse range of organizations will provide their insights on the impact of current globalization on employees, leaders, the practice of I-O psychology, and likely future roles for I-O psychologists in global organizations.

Lise M. Saari, IBM, *Chair*
Victoria Berger-Gross, Tiffany & Company, *Panelist*
Michele J. Gelfand, University of Maryland, *Panelist*
Jeffrey J. McHenry, Microsoft Corporation, *Panelist*
Karen B. Paul, 3M, *Panelist*
Mary Mannion Plunkett, BP plc, *Panelist*
Michael A. Stafford, Starbucks Coffee Company, *Panelist*

Submitted by Lise Saari, saari@us.ibm.com

174. Special Events: 3:30 PM–4:50 PM
Continental 3

Executive Committee Invited Session: Current Issues in I-O Practice

This session will address a number of issues related to the practice of I-O psychology, including the development of international test standards and research into the work of I-O practitioners. Come to hear about these and other practice issues and to share your thoughts.

Lois E. Tetrick, George Mason University, *Chair*
Judith S. Blanton, RHR International, *Chair*
Robert F. Silzer, Human Resource Assessment & Development, *Chair*
Eric D. Heggestad, University of North Carolina Charlotte, *Chair*
Gary P. Latham, University of Toronto, *Chair*
Nancy T. Tippins, Valtera, *Chair*

175. Symposium/Forum: 3:30 PM–4:50 PM
Continental 4

High-Quality Work Relationships: Integrating Streams and Charting New Waters

This symposium aims to unify research on various types of work relationships by framing these relationships as exemplars of a broader category–high-quality work relationships. The symposium advances understanding of high-quality work relationships by exploring how such relationships develop, what functions they serve, and what outcomes they stimulate.

Radostina Purvanova, University of Minnesota, *Chair*
Amy Colbert, University of Iowa, *Chair*
Lillian T. Eby, University of Georgia, Tammy D. Allen, University of South Florida, Lisa Baranik, University of Georgia, Sarah C. Evans, University of Georgia, Brian Roote, University of Georgia, Thomas Ng, University of Georgia, *A Multidisciplinary Meta-Analysis of the Mentoring Received–Outcome Relationship*
Adam Grant, Kenan-Flagler Business School, UNC, *Are Relationships With Beneficiaries Always Beneficial: Moderating Effects of Personality*

Jamie S. Donsbach, Group for Organizational Effectiveness, Linda R. Shanock, University of North Carolina at Charlotte, *A Multilevel Look at Supervisor Support and Positive Subordinate Outcomes*
Amy Colbert, University of Iowa, Joyce E. Bono, University of Minnesota, Radostina Purvanova, University of Minnesota, *Functions of High-Quality Work Relationships*
Belle Rose Ragins, University of Wisconsin-Milwaukee, *Discussant*

Submitted by Radostina Purvanova, purva002@umn.edu

176. Panel Discussion: 3:30 PM–4:50 PM
Continental 5

What Companies Are Really Doing About the Generation Gap

Myths abound regarding how generational cohorts differ in organizations, and these myths contribute to how generational differences are dealt with in those organizations. This forum will focus on discussing what organizations are actually doing to successfully attract, retain, develop, manage, and lead employees of all generations.

Jennifer J. Deal, Center for Creative Leadership, *Chair*
Maura A. Stevenson, Starbucks Coffee Co., *Panelist*
Angela K. Pratt, Procter & Gamble, *Panelist*
Kristin Boyle, UPS, *Panelist*
Jeff Harper, THQ, Inc, *Panelist*

Submitted by Jennifer Deal, dealj@leaders.ccl.org

177. Symposium/Forum: 3:30 PM–4:20 PM
Continental 6

Holistic Approaches to Leadership Research

Empirical leadership research frequently examines relations among discrete leader behaviors (e.g., charisma), and relevant outcomes (e.g., subordinate performance). Although informative, such work is unable to illuminate how various leader behaviors dynamically interact. Thus, the papers in the symposium adopt holistic, "leader-oriented" methodologies that allow such interactions to be directly investigated.

Roseanne J. Foti, Virginia Tech, *Chair*
Roseanne J. Foti, Virginia Tech, Stephen J. Zaccaro, George Mason University, *Patterns and Variables: Seeking Understanding*
Patrick Gavan O'Shea, Human Resources Research Organization, Peter J. Bycio, Xavier University, *Using Patterns to Understand the Dynamics of Leader Behavior*
Michael D. Mumford, University of Oklahoma, *Charisma, Ideology, and Pragmatism: The Alternative Styles of Outstanding Leadership*
Paul J. Hanges, University of Maryland, *Discussant*

Submitted by Patrick O'Shea, goshea@humrro.org

178. Symposium/Forum: 3:30 PM–5:20 PM
Continental 7

Explanatory Mechanisms Linking Positive Work Experiences to Behavior and Well-Being

Subjective real-time experiences of employees' work environments affect their performance-related behavior

and well-being. This symposium features 4 empirical pieces that explore affective (positive emotions), cognitive (reflection), and social mechanisms (interpersonal capitalization) by which positive work experiences influence voluntary work behavior (e.g., proactivity, individual innovation) and multiple indices of employee well-being.

Remus Ilies, Michigan State University, *Chair*
Jessica Fandre, Michigan State University, *Chair*
Sharon Parker, University of Sheffield, Catherine Collins, University of Sheffield, Adam Grant, Kenan-Flagler Business School, UNC, *The Role of Positive Affect in Making Things Happen*
Carmen Binnewies, University of Konstanz, Sabine Sonnentag, University of Konstanz, Eva Mojza, University of Konstanz, *Positive and Negative Work Reflection and Relations to Job Performance*
Lauren Simon, University of Florida, Timothy A. Judge, University of Florida, Amir Erez, University of Florida, *Capitalizing on Positive Work Events: Effects on Mood and Satisfaction*
Jessica Fandre, Michigan State University, Remus Ilies, Michigan State University, *Work–Family Interpersonal Capitalization on Positive Work Events and Employee Well-Being*
Alicia A. Grandey, Pennsylvania State University, *Discussant*

Submitted by Jessica Fandre, fandreje@msu.edu

179. Symposium/Forum: 3:30 PM–4:50 PM
Continental 8

Leadership Development That Works: Keys to Realizing Objectives

This session examines global leadership development practices to identify what kinds of activities work best and how initiatives succeed and fail. Two organizations' leadership development programs, created for very different purposes, illustrate the principles of successful program execution, from initial communications to measuring the resulting impact.

Ann Howard, Development Dimensions International, *Chair*
Ann Howard, Development Dimensions International, *Leadership Development on a Global Scale: What Works, What Doesn't*
Pat Jannausch, Con-way, Inc., *Growing the Next Generation of Leaders at Con-Way*
Katy Caschera, Chrysler Holdings, LLC, *Driving Engagement Through Innovative Leadership Development at Chrysler*
Kimberly R. Brossoit, Development Dimensions International, Jazmine Espejo, Development Dimensions International, Inc., *Installation Versus Realization: Maximizing the Impact of Leadership Development*

Submitted by Ann Howard, ann.howard@ddiworld.com

180. Symposium/Forum: 3:30 PM–4:50 PM
Continental 9

Creating a Culture of Work-Life Flexibility

As today's labor market places increasing pressures on the war for talent, this symposium addresses one strategy–work life flexibility–and its role in attracting and retaining talent. The symposium also considers the impli-

cations for changing a business culture to a flexible work environment, including challenges and successes.

Jolene L. Skinner, Dell, Inc., *Chair*
Karen Noble, WFD Consulting , Rolando Balli, Dell, Inc., *MyLife™: Dell's Work Life Flexibility Culture Change*
Rick Heinick, The BOLD Initiative, Rolando Balli, Dell, Inc., *The BOLD Initiative at Dell: The Business Case for Flexibility*
Joanne McInnerney, Ohio Savings Bank, *The AmTrust "Revolve" Initiative*

Submitted by Jolene Skinner, jolene_skinner@dell.com

181. Interactive Posters: 3:30 PM–4:20 PM
Executive Board Room

China: Where is Richard Nixon When We Need Him?

181-1 What Matters to the CSR Perception of CEOs in China?

In this conceptual paper, a model is built of how various configurations of corporate ownership, board composition, and CEOs' social networks may be associated with CEOs' perceptions of corporate social responsibility in China. Implications for policy makers, researchers, and managers are discussed.

Dong Liu, University of Washington at Seattle 1 983
Submitted by Dong Liu, dongliu@u.washington.edu

181-2 Effects of Protestant Work Ethic and Confucian Values

This study examined the extent to which Western Protestant Work Ethic (PWE) and Eastern Confucian values would influence employee job satisfaction and organizational commitment in Singapore. The findings suggest that these 2 values are distinct and showed support for the cross-cultural validity of PWE and cultural specificity of Confucian values.

Jason Huang, Michigan State University
Frederick Leong, Michigan State University
Submitted by Frederick Leong, fleong@msu.edu

181-3 Tacit Knowledge for Business Management and Its Validity in China

This study examined the construct of tacit knowledge for business managers in China. Confirmatory factor analysis supported a hierarchical model of tacit knowledge based on managing oneself, managing others, and managing tasks. Path analysis and hierarchical regression analysis supported a positive relationship between managers' tacit knowledge and their job performance.

Huiwen Lian, University of Waterloo
Xu Lian, Beijing Insight Management Consulting Co., Ltd
Hongsheng Che, Beijing Normal University
Lance Ferris, University of Waterloo
Submitted by Huiwen Lian, lianhuiwen@gmail.com

181-4 Newcomers' Socialization in China: Relationship and Open Conflict Values

Middle managers newly recruited in China were randomly assigned to organizations that value relationship and open discussion, compared to not valuing and avoiding, developed cooperative goals and relationships and were more effectively socialized. Embracing the values of relationships and open discussion organizations may help socialize newcomers.

Dean Tjosvold, Lingnan University, Hong Kong

Submitted by Dean Tjosvold, tjosvold@ln.edu.hk

182. Panel Discussion: 3:30 PM–4:20 PM Franciscan A

Contrasting I-O Professionals' Experience as Internal Staff and External Consultants

Panelists include seasoned I-O psychology professionals with experience both as internal staff and external consultants. Discussion will include advantages and challenges in each role, establishing credibility, gaining access to executives, choosing career paths, and ensuring successful transitions to either side of the "fence." Audience participation will be encouraged.

Sara Weiner, Kenexa, *Chair*
Jerry Halamaj, Citi, *Panelist*
Sarah R. Johnson, Genesee Survey Services, *Panelist*
Lisa Sandora, Kenexa, *Panelist*
Robert A. Schmieder, Microsoft, *Panelist*

Submitted by Sara Weiner, Sara.Weiner@Kenexa.com

183. Symposium/Forum: 3:30 PM–4:20 PM Franciscan B

Content Analysis in Leadership Research: Advantages and Practical Considerations

Content analysis provides unique advantages for understanding leadership phenomena. Yet, this approach is underutilized. This symposium describes several content analysis-based research studies, covering a wide range of leadership topics, to illustrate advantages and challenges associated with this methodology. Presenters also provide practical advice/instructions concerning how to perform content analysis-based techniques.

Karin A. Orvis, Old Dominion University, *Chair*
Gabrielle Wood, Christopher Newport University, *Chair*
Daniel S. Whitman, Florida International University, Christian J. Resick, Florida International University, Steven Weingarden, Thinking Ahead LLC, Jeffrey P. Thomas, Florida International University, *Facets of Extraversion and Transformational Leadership: A Historiometric Analysis*
Vivek Khare, GMU, Kristin Olson, George Mason University, Johnathan Nelson, George Mason University, Lisa Gulick, George Mason University, Gabrielle Wood, Christopher Newport University, *Leadership Philosophies: A Qualitative Approach to Understanding Leadership*
Karin A. Orvis, Old Dominion University, *A Content Analysis-Based Approach to Understanding Leader Self-Development*

Nathan Hartman, John Carroll University, Thomas Conklin, John Carroll University, *Listening, Themeing, and Likerting: Analysis of a Leadership Speaker Series*
Cynthia D. McCauley, Center for Creative Leadership, *Discussant*

Submitted by Gabrielle Wood, gmwood1@gmail.com

184. Panel Discussion: 3:30 PM–4:50 PM Franciscan C

Look Before You Leap: Effective Strategies for Successful Career Transitions

Nearly all I-O professionals consider transitioning into a completely different type of job or organization. Major career change can be dramatic, and there are few guidelines for achieving success once in the new career. This session will review effective strategies for a successful career transition in I-O psychology.

Greg A. Barnett, Kenexa, *Chair*
Rob R. Edwards, Kenexa, *Panelist*
Eddie L. Jerden, Development Dimensions International, *Panelist*
Michael J. Najar, CITGO Petroleum, *Panelist*
Sharon L. Wagner, Genentech, Inc, *Panelist*
Adam Ortiz, Executive Development Consulting, *Panelist*

Submitted by Greg Barnett, Greg.Barnett@kenexa.com

185. Panel Discussion: 3:30 PM–5:20 PM Grand Ballroom A

International Perspectives on the Legal Environment for Selection

As the field of I-O psychology continues to become more internationalized, a better understanding of the social and legal environments in other countries is needed. This panel consists of panelists representing 12 countries to discuss the similarities and differences in a number of pressing selection issues.

Paul R. Sackett, University of Minnesota, *Chair*
Winny Shen, University of Minnesota, *Chair*
Neil R. Anderson, University of Amsterdam, *Panelist*
Peter Bamberger, Technion-Israel Institute of Technology, *Panelist*
Mark Cook, University of Wales, Swansea, *Panelist*
Steven F. Cronshaw, University of Guelph, *Panelist*
Andreas Frintrup, HR Diagnostics, *Panelist*
Cornelius J. Koenig, University of Zurich, *Panelist*
Hennie J. Kriek, SHL and University of South Africa, *Panelist*
Brett R. Myors, Griffith University, *Panelist*
Ioannis Nikolaou, Athens University of Economics & Business, *Panelist*
Handan K. Sinangil, Marmara University, *Panelist*
Dirk D. Steiner, Université de Nice-Sophia Antipolis, *Panelist*

Submitted by Paul Sackett, psackett@umn.edu

186. Poster Session: 3:30 PM–4:20 PM Grand Ballroom B

Job Attitudes/Organizational Change

186-1 Affective Versus Normative Commitment to Organization, Supervisor, and Coworkers

Two studies investigated the usefulness of distinguishing among affective and normative commitment to the organization, supervisor, and coworkers. Study 1 supported the factorial distinction and differential relationships to various antecedent variables. Study 2 partially supported the moderating influence of collectivistic values on the relationship between commitment foci and employee outcomes.

S. Arzu Wasti, Sabanci University
Ozge Can, Sabanci University

Submitted by Mahmut Bayazit, mbayazit@sabanciuniv.edu

186-2 Helping Organisations Retain Their Employees: Cultural Differences in Employee Engagement

This study investigated cross-cultural differences in employee engagement in Europe, Asia, the U.S.A. and Latin America. Consistency was found across cultures, in which factors influence job and organization engagement. Cultural differences were observed in levels of engagement and in how employees perceive factors that influence their engagement.

Joanna Moutafi, Kenexa
Xenia Bendit, Kenexa
Nick Thompson, Kenexa
Sean Keeley, Kenexa
Ian Newcombe, Kenexa

Submitted by Joanna Moutafi, jmoutafi@hotmail.com

186-3 Procedural Justice and Turnover Intentions: Mediating Effects of Job Characteristics

This study tested a model examining the mediating role of perceived job characteristics on the relationship between procedural justice and turnover intentions. Results of a longitudinal field study support a fully mediated model. This model remained significant even when controlling for negative affectivity. Implications for research and practice are discussed.

Andrew Li, University of Arizona
Jessica Bagger, California State University, Sacramento

Submitted by Jessica Bagger, baggerj@csus.edu

186-4 Employee Engagement: Organizational and Individual Influences

Right Management measured employee engagement for 16,000+ employees. It was hypothesized that employee engagement would increase with job level and would be higher for women. Hypotheses were supported and effects were strongest for top levels. This approach is more actionable in making modifications and improvements to jobs.

Dave Allen, Right Management Consultants
Andrew Wefald, Kansas State University
Ronald Downey, Kansas State University

Submitted by Dave Allen, dave.allen@right.com

186-5 Eroding Job Satisfaction One Bad Meeting at a Time

Despite the importance of meetings, little work has examined how meetings impact employees. Two seperate surveys were administered to examine employee meeting satisfaction as it related to their job satisfaction. Satisfaction with meetings predicted job satisfaction after controlling for individual difference variables, job satisfaction facets, and related constructs.

Steven Rogelberg, University of North Carolina-Charlotte
Joseph Allen, University of North Carolina-Charlotte
Clifton Scott, University of North Carolina-Charlotte
Marissa Shuffler, University of North Carolina-Charlotte
Linda Shanock, University of North Carolina-Charlotte 5 252

Submitted by Joseph Allen, jalle114@uncc.edu

186-6 Does Demographic Item Nonresponse Cause Biased Results in Employee Surveys?

Do persons who skip demographic items in employee surveys differ from other persons? The results of 2 employee surveys show that the attitudes of demographic nonrespondents are more negative, as predicted. Hence, survey reports focusing on subgroups of the organization tend to be overly positive.

Ingwer Borg, ZUMA
Miriam K. Baumgaertner, ZUMA

Submitted by Miriam Baumgaertner,
    miriambaumgaertner@yahoo.de

186-7 Get Engaged: A Study of Employee Engagement and Attrition

This study examines the relationship between employee engagement (EE) and attrition. This study is one of the first to examine the influence of EE on an outcome variable like turnover. A negative relationship was found between EE and attrition.

Sarah Strang, University of Georgia
Natalie Bourgeois, Independent Consultant
Haitham Khoury, University of South Florida

Submitted by Natalie Bourgeois, nbourg6@lsu.edu

186-8 The Job Satisfaction-Dissatisfaction Distinction: Examining Artifacts And Utility

The job satisfaction–dissatisfaction distinction was examined using data from 3 samples and 2 measures of job attitudes. CFA and IRT analyses suggest a 2-factor solution for examined facets of job satisfaction. Satisfaction and dissatisfaction also exhibited differential relationships with a number of external variables including dispositions and behaviors.

Marcus Crede, Fairleigh Dickinson University
Oleksandr Chernyshenko, University of Canterbury

Submitted by Marcus Crede, mcrede@albany.edu

186-9 Applicability of Social-Cognitive and Demands-Control Theories to Employee Engagement

Using a multinational sample, it was found that leadership climate and collective empowerment directly related to employee engagement. Quality focus and workload also were positively related to employee engagement. Group climate variables intensified the relationship between individual employee perceptions of their workplace and engagement.

Gabriel De La Rosa, Bowling Green State University
Submitted by Gabriel De La Rosa, gdela@bgsu.edu

186-10 "Flow": State or Trait?

This study aimed at determining whether "flow" was a state or trait construct. An experience sampling method was used to track 40 architectural students over a 10-week period while they engaged in studio work. Results indicated that variance in flow was predominantly within individual (74%) compared to between individual.

Disha Rupayana, Kansas State University
Clive Fullagar, Kansas State University
E. Kevin Kelloway, St. Mary's University
Submitted by Clive Fullagar, fullagar@ksu.edu

186-11 When Does Affect Relate to Performance Appraisal Reactions?

Based on the affect infusion model (Forgas & George, 2001), this study examined the relationship between affect and employee reactions to performance appraisals. It also examined the influence of situational constraints on these relationships. Data showed that the relationship between affect and some PA outcomes depended on perceived constraints.

Margaret Horner, Texas A&M University
Allison Cook, Texas A&M University
Stephanie Payne, Texas A&M University
Submitted by Margaret Horner, meg_horner@tamu.edu

186-12 Convergent and Discriminant Validity of Employee Engagement

This study expands research on employee engagement by employing structural equation modeling (SEM) to explore its convergent and discriminant validity using the Utrecht Work Engagement Scale (UWES). The relationship among employee engagement, job satisfaction, organizational commitment, job involvement, and turnover intentions was tested.

Claura Louison, Alliant International University
Submitted by Claura Louison, clauralouison@excite.com

186-13 Commitment Across Domains: Attachment Style Predicts Organizational Commitment

To highlight individual differences that predict organizational commitment, this exploratory study examined conceptually parallel commitment models by determining how organizational commitment and relationship commitment correlate with one another, attachment style, and locus of control. Data collected from 171 working adults yield several noteworthy associations and suggest future directions of inquiry.

Brian McMahon, Georgia Institute of Technology
Submitted by Brian McMahon, brian.mcmahon@gatech.edu

186-14 Consider the Source: An Investigation of Psychological Contract Formation

Study investigated psychological contracts of students in a psychology department experiment participation program. Results indicated students formed psychological contracts surrounding the department–participant relationship that included information from nondepartmental sources. Moreover, students sometimes made mistakes identifying the source of obligations; however, mistakes did not lead to psychological contract violations.

Kristen More, Ohio University
Jeffrey Vancouver, Ohio University
Submitted by Kristen More, km143903@ohio.edu

186-15 Organizational Commitment in Ukraine: Construct Validation and Interactions Among Components

This study examined the dimensionality of organizational commitment in Ukraine and interactions among its components in predicting turnover intentions and employee well-being. Results supported the 3-factor structure of organizational commitment and demonstrated that the "context" of the commitment profile can alter the relationships between individual components and other variables.

Natalya Parfyonova, The University of Western Ontario
John P. Meyer, The University of Western Ontario
Submitted by Natalya Parfyonova, nparfyon@uwo.ca

186-16 Cross-Cultural Predictors of Job Satisfaction: A 22-Country Empirical Examination

This paper examined job level, opportunities for training, and safety as predictors of job satisfaction with 10,553 respondents from 22 countries. Collectivism and power distance were examined as moderators of these relationships. Results indicated that the training and job satisfaction relationship was significantly stronger for employees in individualistic versus collectivistic countries.

Devon Riester, DePaul University
Suzanne Bell, DePaul University
Steven Allscheid, Stanard & Associates, Inc
Submitted by Devon Riester, driester@depaul.edu

186-17 Increasing Satisfaction With Communication: Face-to-Face or E-mail Interactions With Supervisors

In a university with a branch campus system, main campus employees who interacted face-to-face with their

supervisors had higher levels of satisfaction with communication than regional campus employees. Increased e-mail usage, in general, increased satisfaction with communication but not for those on the regional campuses who interacted primarily through e-mail.

Aysar Sussan, University of Central Florida
Patrick Rosopa, Clemson University
Christina Frederick-Recascino Embry-Riddle Aeronautical University
Anthony Recascino University of Central Florida 4 191
Submitted by Patrick Rosopa, prosopa@clemson.edu

186-18 Employee Satisfaction With Benefits: An Unexplored Path to Performance

In this study of 160 assisted living center employees and their supervisors, a significant, positive relationship was found between satisfaction with how the benefit system was administered and supervisor rated performance through affective commitment. This finding suggests a previously unexplored and potentially very significant path to employee performance.

Bret Simmons, University of Nevada, Reno
Laura Little, Oklahoma State University
Debra Nelson, Oklahoma State University
James Westerman, Appalachian State University
Submitted by Bret Simmons, simmonsb@unr.edu

186-19 Organizational Attitudes: Social Influence of Friends and Leaders

Using a social network-based model of social influence, this study found that an individual's identification and perceived fit with their organization are subject to social influence effects on the parts of friends and emergent leaders. Of the 2 networks, friendship appeared to play the more prominent role.

Andrew Slaughter, Texas A&M University
Janie Yu, Texas A&M University
Submitted by Andrew Slaughter, bratslavia@hotmail.com

186-20 There Is a Right Time for Everything

Using weekly surveys, this study examined work engagement and psychological detachment from work during off-job time as predictors of affect. Hierarchical linear modelling (N = 159 employees) showed that engagement at work and detachment from work during after-work hours predicted favorable affective states at the end of the working week.

Sabine Sonnentag, University of Konstanz
Eva Mojza, University of Konstanz
Carmen Binnewies, University of Konstanz
Annika Scholl, University of Konstanz

Submitted by Sabine Sonnentag, sabine.sonnentag@uni-konstanz.de

186-21 Consequences of Changes in Newcomers' Psychological Contracts

This longitudinal study examines the consequences of changes in newcomers' psychological contracts on their attitudes. Data were collected from newcomers to a medium size service organization. The results showed that the relationship between changes in relational obligations from T1 to T2 and job satisfaction and affective commitment were inverted U-shaped.

Amanuel Tekleab, Wayne State University
Matthew First, Central Michigan University
Submitted by Amanuel Tekleab, atekleab@wayne.edu

186-22 Predictors of Perceptions of Organizational Politics: A Meta-Analytic Review

A meta-analysis was conducted to examine predictors of politics perceptions, including individual characteristics, perceptions of the organization, job and organization design, and interpersonal relations. Forty-six studies yielding 56 independent samples were examined. Moderators, such as type of politics measured, demographic context, and national context, were examined as moderators.

Stephen Wagner, Central Michigan University
Yuri Vertkin, Central Michigan University
Kirsten Gobeski, Central Michigan University
Submitted by Stephen Wagner, wagne1sw@cmich.edu

186-23 A Model of Antecedents and Consequences of Employee Off-the-Job Interactions

This paper investigated possible antecedents and consequences of employee participation in off-the-job interactions. Specifically, it proposed a partially mediated model to fit the data the best. It was found that LMX fully mediated the relationship between OJI and satisfaction, whereas LMX partially mediated the relationship between OJI and OCB.

Mary Taylor, St. Cloud State University
Daren Protolipac, St. Cloud State University
Submitted by Mary Wald, wama0601@stcloudstate.edu

186-24 Effects of Politics, Emotional Stability, and LMX on Job Dedication

The authors examined the combined effects of organizational politics and Emotional Stability on the relationship between leader–member exchange (LMX) and job dedication. Results indicated that they moderated the LMX–job dedication relationship. The relationship was strongest among workers low in Emotional Stability and reporting low levels of organizational politics.

Robert Stewart, University of Houston
Altovise Rogers, University of Houston
L. Witt, University of Houston
Submitted by L. Witt, witt@uh.edu

186-25 An Empirical Integration of Psychological Contracts and Perceived Organizational Support

This research extends recent theoretical integration of psychological contracts and perceived organizational support (POS) by examining the relations among these concepts and perceptions of contract type (relational/transactional). In a field study involving 226 employees, POS mediates the relations between perceptions of employer obligations and contract type.

Mardi Witzel, Wilfrid Laurier University
Samantha Montes, University of Toronto
Greg Irving, Wilfrid Laurier University
Submitted by Mardi Witzel, witz3120@wlu.ca

186-26 Self-Esteem, Job Complexity, and Job Satisfaction: Latent Growth Models

This paper examined intraindividual changes in job complexity and job satisfaction using 12-wave longitudinal data. Results indicate positive trajectories in job complexity and satisfaction. Change in job complexity mediates the relationship between self-esteem and change in satisfaction. Self-esteem moderates the positive effect of job complexity on satisfaction at each time points.

Zhen Zhang, University of Minnesota
Amit Kramer, University of Minnesota
Submitted by Zhen Zhang, zzhang@csom.umn.edu

186-27 In Search of the Antecedents to Organizational Change

Using a sample of 142 food services employees, this study demonstrated that planned change, input into the change process, and frequency of change differentially related to the 3 components of commitment to organizational change. Uncertainty mediated some of the relationships with normative and continuance commitment to change.

Allison Cook, Texas A&M University
Margaret Horner, Texas A&M University
Stephanie Payne, Texas A&M University
Submitted by Allison Cook, allisonlcook@gmail.com

186-28 Effect of Stages of Change on Reactions to Organizational Change

Reactions to change were examined through the lens of the stages identified by the transtheoretical model of change. Responses were gathered from investigative officers in the Chilean Investigative Police, which was undergoing a significant change. The results supported the hypothesized relationships among stage of change, commitment, affect, and change schema.

Miguel Quinones, Southern Methodist University
David Huepe, Pontificia Universidad Catolica de Chile
Submitted by Miguel Quinones, quinones@cox.smu.edu

186-29 The Relationship Between Empowerment and Productivity Gain

The relationship between empowerment and productivity gain following a productivity intervention was investigat-ed. Perceived influence and expectations of success were expected to moderate this relationship. Although there was no evidence of a direct relationship between empowerment and productivity gain, results provided support for the moderation effects. Practical implications are discussed.

Natalie Wright, University of Central Florida
Robert Pritchard, University of Central Florida
Submitted by Natalie Wright, newright@gmail.com

186-30 Does Work Engagement Increase During a Short Respite?

This study examined how a short respite from work and job involvement contributed to work engagement. Results showed that recovery and high job involvement were beneficial for the increase of work engagement after a respite, although high job involvement seemed to hamper recovery experiences during off-job time.

Jana Kühnel, University of Konstanz
Sabine Sonnentag, University of Konstanz
Mina Westman, Tel Aviv University
Submitted by Jana Kühnel, jana.kuehnel@uni-konstanz.de

187. Panel Discussion: 3:30 PM–4:50 PM Imperial A

Reviewing the Reviewers: Editors' Reflections on Reviewer Comments

Editors of I-O psychology journals depend heavily on the content (if not the consensus) of peer review to make decisions about the fate of manuscript submissions. Thus, the quality of peer review is of utmost importance. Panelists with recent editorial experience discuss the content and process of peer review.

Frederick L. Oswald, Michigan State University, **Chair**
Jose M. Cortina, George Mason University, **Panelist**
Jeffrey R. Edwards, University of North Carolina, **Panelist**
John R. Hollenbeck, Michigan State University, **Panelist**
Jeff W. Johnson, Personnel Decisions Research Institutes, **Panelist**
Submitted by Frederick Oswald, foswald@msu.edu

188. Symposium/Forum: 3:30 PM–4:20 PM Imperial B

Development of a Multi-Agency Certification System for DoD Adjudicators

The papers in this symposium describe an effort to develop a certification system for adjudicators across 7 different Department of Defense agencies. Researchers discuss a training gaps analysis, 3 separate measures developed to assess declarative and procedural knowledge, and the challenges of creating a certification system for multiple agencies.

Michael J. Cullen, Personnel Decisions Research Institutes, **Chair**
Joanne C. Marshall-Mies, Swan Research, Inc., Amy Turner, Swan Research, Lynn Fischer, Defense Personnel Security Research Center, Michael J. Bosshardt, Personnel Decisions Research Institutes, **DoD Adjudicator Training Program Assessment**

Michael J. Cullen, Personnel Decisions Research Institutes, Michael J. Bosshardt, Personnel Decisions Research Inst, ***Development of a Certification Process for DoD Personnel Security Adjudicators***

Lynn Fischer, Defense Personnel Security Research Center, ***Implementation of Professional Certification in a Multi-Agency Context***

Submitted by Michael Cullen, michael.cullen@pdri.com

189. Symposium/Forum: 3:30 PM–4:50 PM
Yosemite A

Feedback Environment and Feedback Seeking: The Role of the Trusted Supervisor

We present 4 papers that expand on the extent literature in the domain of feedback seeking and the feedback environment. We explore attributes and actions of supervisors and their subsequent effects on these 2 constructs, as well as outcomes of the feedback environment.

Paul E. Levy, University of Akron, ***Chair***
Jane Brodie Gregory, University of Akron, ***Chair***
Jane Brodie Gregory, University of Akron, Paul E. Levy, University of Akron, ***Supervisor Feedback Orientation: Its Effect on the Feedback Environment***
Frederik Anseel, Ghent University, Don VandeWalle, Southern Methodist University, ***Supportive Feedback Environments: The Role of Supervisors' Implicit Person Theories***
Jocelyn M. Courtney, Indiana University.-Purdue University. Indiana, Jane Williams, Indiana University.-Purdue University. Indiana, ***The Effects of Trust on Feedback-Seeking Behaviors***
Julie A. Schilligo, NASA-KSC/Florida Institute of Technology, Lisa A. Steelman, Florida Institute of Technology, ***The Relationship Between the Feedback Environment and Knowledge Management***
James L. Farr, Pennsylvania State University, ***Discussant***

Submitted by Jane Brodie Gregory, janebgregory@yahoo.com

190. Symposium/Forum: 3:30 PM–4:20 PM
Yosemite B

Global and Multilingual Assessments: Examination of Field Selection Data

Interest in global, multilingual tests has become more important as our talent management focus goes global and U.S. immigration impacts our workforce demographics. This symposium will present field assessment research on cross-cultural and multilingual test implementations evaluating validation, equivalency, and group difference findings.

Nathan J. Mondragon, Taleo, ***Chair***
Monica A. Hemingway, Starwood Hotels & Resorts, ***Using One Selection Test Worldwide: Does it Really Work?***
Nathan J. Mondragon, Taleo, Christine Murphy, Taleo, ***Same Test, Same Company, Same Job, Different Language***
Corinne D. Mason, Development Dimensions International, Joseph A. Jones, Development Dimensions International, ***Experiences in Global Selection Process Implementation***
Donald R. Scott, Development Dimensions International, Douglas E. Haaland, Development Dimensions International, Arlene P. Green, Frito-Lay, Inc, ***English Reading Proficiency: Impact on Test Performance and Group Differences***

Submitted by Nathan Mondragon, nmondragon@taleo.com

191. Symposium/Forum: 3:30 PM–4:50 PM
Yosemite C

Unveiling the Intangible: Use of Social Network Analysis in Organizations

Today's high performing companies are realizing the value of social capital—the connection amongst individuals—to drive organizational success. Social network analysis (SNA) examines these connections, and this symposium will share how SNA can be used to enhance 3 levels of organizational performance: individual, team, and organization.

Christopher T. Rotolo, Behavioral Insights, LLC, ***Chair***
Michael Crespo, Columbia University Teachers College, Tuan Ch'ng, IBM, ***Social Network Analysis at the Individual Performance Level***
Christopher T. Rotolo, Behavioral Insights, LLC, Tuan Ch'ng, IBM, Jenna Case-Lee, Andersen Consultant, ***Using Social Network Analysis to Improve Team Performance***
Kate Ehrlich, IBM, Inga Carboni, College of William and Mary, Tiziana Casciaro, University of Toronto, Christopher T. Rotolo, Behavioral Insights, LLC, ***Using SNA to Drive Business Results in a Distributed Environment***

Submitted by Christopher Rotolo, chris@behavioralinsights.com

192. Panel Discussion: 4:30 PM–5:50 PM
Continental 6

When I-O Isn't *Officially* Your Job

I-O offers a range of career options, but I-O-degreed individuals sometimes take less traditional routes—jobs not directly related to I-O consulting, teaching, research. Panelists will share experiences in nontraditional roles, influences leading to their choices, and associated challenges (e.g., retaining I-O identity), benefits, and trade offs.

Stephanie R. Klein, PreVisor, ***Chair***
Stephen Cerrone, Sara Lee Corporation, ***Panelist***
Michelle Paul Heelan, Heelan Growth Systems, ***Panelist***
Ken Lahti, PreVisor, ***Panelist***
Frank L. Schmidt, University of Iowa, ***Panelist***
Jay H. Steffensmeier, Zachry Construction Corporation, ***Panelist***

Submitted by Stephanie Klein, sklein@previsor.com

193. Interactive Posters: 3:30 PM–4:20 PM
Executive Board Room
This Isn't Your Father's Recruiting System

193-1 Internet Recruiting: Effects of Web site Features on Organizational Culture Perceptions

This study examined the effects of "careers" Web site features (pictures, testimonials, policies, and awards won) on people's perceptions of 9 organizational culture attributes. Results indicated that these features were effective in conveying culture. As 1 example, pictures and testimonials strongly depicted the diversity, attention to detail, supportiveness, and team-orientation culture attributes.

Phillip Braddy, The Center for Creative Leadership
Adam Meade, North Carolina State University
Joan Michael, North Carolina State University
John Fleenor, Center for Creative Leadership

Submitted by Phillip Braddy, braddyp@leaders.ccl.org

193-2 Applicant Perceptions of Recruitment Sources: A Cross-Cultural Comparison

Data were gathered from 3 different countries, Romania, the U.S., and Switzerland, to determine whether there are cultural differences concerning perceptions of various recruitment sources (e.g., Internet-based, networking). Country differences were found, but cultural values did not explain differences among the ratings.

Michael Harris, University of Missouri-St. Louis 1 587
Haim Mano, University of Missouri-St. Louis
Dan Ispas, University of South Florida
Submitted by Michael Harris, mharris@umsl.edu

193-3 Recruitment Information Sources, the Theory of Planned Behavior and Job Pursuit

Using the theory of planned behavior (TPB), the paper examined the effects of different recruitment-related information sources on the job pursuit of highly educated graduates. Results supported the TPB-relationships. Recruitment advertising, but not on-campus presence, related positively to job pursuit intention. Negative word-of-mouth and publicity influenced job pursuit attitude and subjective norm.

Yasmina Jaidi, ESCP-EAP European School of Management/ Paris II University
Edwin Van Hooft, Erasmus University Rotterdam
Submitted by Yasmina Jaidi, yjaidi@gmail.com

193-4 Recruiting on Corporate Web Sites: Perceptions of Fit and Attraction

Job seekers ($N = 120$) examined 1 of 3 corporate Web sites and completed questionnaires about their perceptions of the Web site and the organization. Perceptions of Web site usability were positively related to organizational attraction. Subjective person–organization fit mediated the relationship between Web site usability and organizational attraction.

Brigitte Pfeiffelmann, Central Michigan University
Stephen Wagner, Central Michigan University
Terry Libkuman, Central Michigan University
Submitted by Stephen Wagner, wagne1sw@cmich.edu

194. Poster Session: 4:30 PM–5:20 PM
Grand Ballroom B

Inclusion/Diversity/Work and Family/Non-Work Life/Leisure

194-1 Engaging Workforce 2000: Linkages Between Racioethnicity, Appraisals Perceptions, and Engagement

Using a diverse survey sample of 5,537 retail employees, this study examined the relationship among racioethnicity, appraisal fairness perceptions, psychological diversity climate, and engagement. The appraisal fairness perceptions–employee engagement linkage was mediated by psychological diversity climate and moderated by racioethnicity (stronger for Blacks and Hispanics than for White employees).

Derek Avery, University of Houston
Sabrina Volpone, University of North Texas
Patrick McKay, Rutgers University 3 426
Submitted by Derek Avery, davery@uh.edu

194-2 Black–White Differences in the Properties of Academic Performance Ratings

Academic performance ratings (grades) of Black students were less intercorrelated and more variable across the college career than grades of White students, both of which are compatible with racial/ethnic bias in grading. Controlling for SAT and SES reduced, but did not account for, race differences in variability of grades.

Christopher Berry, Wayne State University
Paul Sackett, University of Minnesota
Submitted by Christopher Berry, berry@wayne.edu

194-3 Defining Generalized Workplace Discrimination

Typically, workplace discrimination is approached from the perspective of a particular target group (e.g., race). This offers insight but obscures important commonality among different discrimination types. This theoretical approach allows for the conceptualization of discrimination as a psychological (i.e., not merely legal) construct and suggests avenues for research and practice.

Carra Sims, RAND
Reeshad Dalal, George Mason University
Submitted by Reeshad Dalal, rdalal@gmu.edu

194-4 Retaining Women and African Americans in Computer Science

Racial and gender differences in inclusion (participation and belonging) and the combined influence of these factors on commitment to and intention to remain in computer science were studied. Inclusion enhanced commitment and turnover intentions and exerted a stronger influence on African Americans. There were no gender differences.

Donald Davis, Old Dominion University
Shannon Meert, Old Dominion University
Kurt Oborn, Old Dominion University
Debra Major, Old Dominion University
Submitted by Donald Davis, DDDavis@odu.edu

194-5 Employment-Related Decisions: Ethnically Diverse Women Transitioning From Welfare to Work

Business students' perceptions of job suitability of a woman reentering the workforce from welfare were measured. Of interest were the possible barriers women of different ethnicities face as they leave welfare for work. Results discuss the stigma and prejudice these women face with suggestions for future research.

Harmony Reppond, University of California, Santa Cruz
Megumi Hosoda, San Jose State University
Submitted by Megumi Hosoda, mhosoda@email.sjsu.edu

194-6 The Skill Paradox: Bias Against Qualified but Not Unqualified Immigrants

This study shows the prevalence of bias against qualified immigrant applicants. It also examines the validity of a common ingroup identity approach for reducing this bias. Results of a laboratory study indicate that the bias is reduced, but not reversed, when an inclusive notion of P–O fit is emphasized.

Chetan Joshi, University of Western Ontario
Joerg Dietz, University of Western Ontario
Victoria Esses, University of Western Ontario
Leah Hamilton University of Western Ontario
Submitted by Chetan Joshi, cjoshi@ivey.uwo.ca

194-7 Relationships Among Diversity Attitudes, Job Satisfaction, and Turnover Intentions

This study explored the relationships between individual attitudes toward diversity, job satisfaction, and turnover intentions. Diversity attitudes and diversity climate perceptions correlated with job satisfaction and turnover intentions. Job satisfaction was found serving as the mediator between diversity attitudes and turnover intentions.

Yueh-Chun Kang University of Memphis
Submitted by Yueh-Chun Kang, yckang@memphis.edu

194-8 Coworker Justice Perceptions of Workplace Accommodations

Coworker attitudes toward the necessity of workplace accommodations for paraplegia, dyslexia, depression, and alcoholism were evaluated in this study. Accommodations were rated most warranted for paraplegia, followed by dyslexia and then depression. Need was more predictive than equity of the perceived fairness of an accommodation for paraplegia.

Audrey Hunzeker, County of San Bernardino
Janet Kottke, California State University-San Bernardino
Submitted by Janet Kottke, jkottke@csusb.edu

194-9 Predictors of Perceived Sex Discrimination and Moderators of Job Outcomes

This study focuses on sex discrimination for faculty in academic environments and how it predicts job-related outcomes. Using a lens of intersectionality theory, this paper examines how such mistreatment varies for faculty based on gender, race, and rank. Findings indicate that intersectionality is a useful framework for understanding sex discrimination.

Megan Brunmier, Bowdoin College
Kathi Miner-Rubino, Western Kentucky University
Submitted by Kathi Miner-Rubino, kathi.miner-rubino@wku.edu

194-10 Perceived Discrimination and Job Satisfaction: A Meta-Analysis

A meta-analysis was conducted to determine the magnitude of the relationship between perceived discrimination and job satisfaction, and to detect possible moderators. The types of discrimination examined included gender, race, sexual orientation, age, and disability. Results indicate a moderate negative correlation between perceived discrimination and job satisfaction.

Ashley Morrison, University of Georgia
Shane Fuhrman, University of Georgia
Submitted by M. Morrison, mmorri11@uga.edu

194-11 The Impact of Affirmative Action on Nonbeneficiary Job Attitudes

This study investigated the influence of gender-based affirmative action and justifications on nonbeneficiary job attitudes. As hypothesized, job attitudes were inversely related to the degree of preferential treatment. Contrary to the second hypothesis, providing "need for diversity" or "compensation for past discrimination" justifications didn't improve nonbeneficiary job attitudes.

Stephen Mueller, University of Houston
James Campion, University of Houston
Submitted by Stephen Mueller, smueller@peopleanswers.com

194-12 Attachment Avoidance and Perceptions Involving Sexual Harassment

Few variables have been examined that influence observer judgments of sexual harassment. Attachment avoidance, a personality measure, is shown to influence such perceptions. Persons higher in attachment avoidance are more likely to dismiss sexual harassment and disapprove of a target's direct responses to stop it.

Ramona Paetzold Texas A&M University
Submitted by Ramona Paetzold, rpaetzold@mays.tamu.edu

194-13 A Contextual Re-examination of Work Team Diversity Research

This study examined the role of contextual factors in team diversity research to clarify inconsistent findings of the relationship between team diversity and performance. Using data from 7,575 teams across 32 field studies, the study meta-analyzed whether various contextual factors influenced the performance outcomes of relations-oriented and task-oriented diversity.

Hyuntak Roh, University of Illinois at Urbana-Champaign
Aparna Joshi, University of Illinois at Urbana-Champaign
Submitted by Hyuntak Roh, hroh2@uiuc.edu

194-14 Assessing an Inclusive Climate for Diversity Measure

In this study, researchers strived to improve upon the psychometric properties and examine the underlying latent factor structure of an existing climate for diversity measure. An exploratory factor analytic technique supported that the climate for diversity scale includes 4 distinct dimensions: perceptions of fairness, inclusion, equity, and supervisor relations.

Brian Roote, University of Georgia
Kecia Thomas, University of Georgia
Submitted by Brian Roote, roote@uga.edu

FRIDAY PM

194-15 The Roles of Racial Identity and Gender on Selection Decisions

This study explored the complexity of racial discrimination based on the strength of racial identity and gender of Black job applicants and their influence on hiring decisions. Researchers presented standard resumes with a name and professional affiliation manipulation to White students who made several subsequent evaluations.

Brian Roote, University of Georgia
Kecia Thomas, University of Georgia
Submitted by Brian Roote, roote@uga.edu

194-16 Cheap Labor at a Cost: Examining Interns' Perceptions of Discrimination

This study addressed the topic of perceived organizational status discrimination (POSD) and its relationship with work-related outcomes. Using a sample of 173 interns from various organizations, the study found POSD was positively correlated with organizational deviance. Results also showed POSD was negatively related to organizational citizenship behavior and organizational commitment.

Corbin Wong, Hofstra University
Kevin Masick, Hofstra University
Ourania Vasilatos, Hofstra University
Submitted by Corbin Wong, cor.wong@gmail.com

194-17 Supportive Work Environments and Work-Family Enrichment: Evidence From German Hospital Workers

The study investigated the influence of work–family policies and social support on work-to-family enrichment. The use of flexibility policies was found to be positively related to job control and work-to-family enrichment. Flow was found to mediate the relationship between job control and social support at work and work-to-family enrichment.

Barbara Beham, University of Hamburg
Submitted by Barbara Beham, barbara.beham@uni-hamburg.de

194-18 Examining Relations Between Work–Family Conflicts and Burnout: A Stress-Appraisal Perspective

This study tested the hypotheses that relations between work–family conflicts (WFC and FWC) and burnout are mediated by threat appraisal and moderated by self-efficacy. Survey data ($N = 110$) supported the mediation hypothesis. Contrary to prediction, the relation between FWC and threat appraisal was stronger for those with higher self-efficacy.

Wendy Glaser, Solerti
Tracy Hecht, Concordia University
Submitted by Tracy Hecht, thecht@jmsb.concordia.ca

194-19 Role Expectations, Coping, and Stress: Personality and Work/Family Conflict

We proposed that employees' personalities influence their coping mechanisms, perceptions of stress, and oth-ers' role expectations, which affect work–family conflict. Results showed that the Emotional Stability–work–family conflict relationship is explained by perceptions of stress. Furthermore, results vary depending on whether work–family conflict is assessed as a 6-dimensional or unidimensional construct.

Ann Huffman, Northern Arizona University
Satoris Youngcourt, Kansas State University
Kristine Olson, Northern Arizona University
Julia Berry, Northern Arizona University
Noel Larson, Northern Arizona University
Submitted by Ann Huffman, ann.huffman@nau.edu

194-20 Affectivity, Work–Family Balance, and Job-Related Outcomes Over Time

Using longitudinal data from married couples with children, this study found that positive and negative affectivity impact job satisfaction, as mediated by work–family balance. Mothers' levels of positive affectivity and work–family conflict also impacted turnover, as mediated by job satisfaction.

Stefanie Johnson, Colorado State University
Janet Hyde, University of Wisconsin, Madison
Submitted by Stefanie Johnson, stefanie.johnson@colostate.edu

194-21 Measurement Invariance of Three Work–Family Conflict Scales Across Gender

Drawing from various theoretical perspectives (e.g., gender role theory, gender identity theory), this paper hypothesizes that the measurement properties of various work–family conflict (WFC) scales may lack measurement equivalence across gender. To test this hypothesis, the study compares the measurement properties of 3 popular WFC scales using covariance structure invariance analysis.

Irini Kokkinou, Purdue University
Jane Wu, Purdue University
James LeBreton, Purdue University
Boris Baltes, Wayne State University
Submitted by Irini Kokkinou, irini@psych.purdue.edu

194-22 Impact of Comparative Work–Family Practice Availability on Employee Attitudes

Employees' perceptions of the relative generosity of work–family practices provided by employers were directly related to employee attitudes (perceived organizational family support, affective commitment and turnover likelihood). The incremental variance explained by relative generosity over and above actual practices had medium to large effect sizes as well.

David Prottas, Adelphi University
Richard Kopelman, Baruch College, CUNY
Submitted by Richard Kopelman,
    richard_kopelman@baruch.cuny.edu

194-23 Family-Supportive Organization Perceptions, Multiple Work–Family Conflict Dimensions, and Employee Satisfaction

Using managerial samples from 5 countries, this study examined relationships between family supportive organization perceptions (FSOP), work–family conflict (WFC) dimensions, and employee satisfaction. In general, results are consistent with a causal model wherein FSOP enhances life satisfaction because WFC dimensions that would hamper job and family satisfaction are reduced

Laurent LaPierre, University of Ottawa
Paul Spector, University of South Florida
Tammy Allen, University of South Florida
Stephen Poelmans, University of Navarra
Juan Sanchez, Florida International University
Michael O'Driscoll, University of Waikato
Cary Cooper, Lancaster University
Paula Brough, Victoria University-New Zealand
Ulla Kinnunen, Univesity of Jyväskylä

Submitted by Laurent Lapierre, lapierre@telfer.uottawa.ca

194-24 Relationships Between Planning Behavior and Job Performance, Job Satisfaction, and Work–Life Conflict: The Moderating Role of Control at Work

The aim of this study was to test the general proposition that employees' planning behavior is most beneficial in work contexts that provide them with more rather than less control at work (i.e., influence over goal setting/prioritization, work scheduling, and work methods). Consistent with this contention, results show that planning behavior was more strongly related to increases in job performance and job satisfaction, and to reductions in work-life conflict among employees who had more rather than less control.

Laurent LaPierre, University of Ottawa
Marlynne Ferguson, University of Ottawa

Submitted by Laurent Lapierre, lapierre@telfer.uottawa.ca

194-25 Construct Validation of Family-Interference-With-Work Measures

Construct validities of 8 family-interference-with-work measures were investigated. Full-time employees of a U. S. university were sent surveys containing the measures; 591 surveys were returned (385 women; 157 faculty, 416 nonfaculty). Carlson's, Goff 's, Gutek's, and Netemeyer's measures were found more precise than others. The construct's boundaries need addressing.

Jo Ann Lee, University of North Carolina-Charlotte
Chase Clow, University of North Carolina-Charlotte
Joyce Beggs, University of North Carolina-Charlotte
Paul Foos, University of North Carolina-Charlotte

Submitted by Jo Ann Lee, jolee@email.uncc.edu

194-26 Spillover and Crossover Effects of Work–Family Conflict for Chinese Couples

The study investigated relationship of work-family conflict (WFC) with job and family satisfaction, and strains in Chinese working couples. The results showed that WFC had negative relationships with job satisfaction; positive relationships with strains, and spouses' strains through spouses' WFC. But WFC had not related to both family satisfaction.

Changqin Lu, Peking University
Paul Spector, University of South Florida

Submitted by Changqin Lu, lucq@pku.edu.cn

194-27 Family Supportive Organizations and Job Satisfaction Cross Culturally

This paper examined the effects of national culture and family supportive organizational perceptions on the work–family conflict and job satisfaction relationship. Work–family conflict and family supportive organizations universally predicted job satisfaction. However, perceptions of family supportive organizations predicted job satisfaction more so in individualistic than collectivistic countries. Theoretical explanations are discussed.

Aline Masuda, IESE Business School of Barcelona
Steven Poelmans, IESE Business School
Paul Spector, University of South Florida
Tammy Allen, University of South Florida

Submitted by Aline Masuda, AMasuda@iese.edu

194-28 Older Working Couples: Crossover Effects of Job Control on Well-Being

Using data from the Health and Retirement Study, this study examines effects of job control on well-being in older working couples. Using the APIM, analyses indicate direct and indirect effects of job control on job satisfaction, health, well-being, and life satisfaction for individuals. Results also show reciprocal crossover effects.

Russell Matthews, Louisiana State University
Carrie Bulger, Quinnipiac University
Gwenith Fisher, University of Michigan

Submitted by Russell Matthews, Matthews@lsu.edu

194-29 A Model of Work (WEIP-S)Family Gains Among Working Mothers

The goal of this study was to develop and test a model of work–family gains. Results from 719 working mothers indicate that maternal attitudes towards work and social support were related to work–family gains, which in turn was related to work commitment. Implications are discussed.

Laurel McNall, SUNY Brockport
Matthew Mulvaney, SUNY Brockport

Submitted by Laurel McNall, lmcnall@brockport.edu

194-30 Coworker Informal Work Accommodations to Family: Scale Development and Validation

Coworkers play a unique role in employees' management of work–family conflict. A scale was developed to measure informal coworker accommodations to family (C-IWAF), behaviors that facilitate reconciling of work/family demands. Correlational and confirmatory factor analyses ($N = 390$) support the differential validity of C-IWAF from other forms of coworker support.

Jessica Mesmer-Magnus, University of North Carolina-Wilmington
Toshio Murase, University of Central Florida
Leslie DeChurch, University of Central Florida
Miliani Jimenez, University of Central Florida
Submitted by Jessica Mesmer-Magnus, magnusj@uncw.edu

194-31 Job Favorability and Attractiveness as a Function of Work Flexibility

Seven categories of work schedule flexibility were examined using scenarios as the independent manipulation. Differences in organizational attractiveness were found with more flexible programs being seen as more attractive. Women identified flexible work environments as flextime more than men. This study supported treating various flextime programs as separate heterogeneous constructs.

Joel Nadler, Southern Illinois University Carbondale
Nicole Cundiff, Applied Research Consultants
Meghan Lowery, Missouri State University
Stacy Jackson, Southern Illinois University Carbondale
Submitted by Joel Nadler, jnadler@siu.edu

194-32 The Positive Side: Predictors of Positive Work–Family Spillover

Two studies were conducted to examine predictors of the neglected, positive side of the work–family interface. The relationships among personality, perceived display rules, and positive work–family spillover were assessed. Personality and requirement to display positive emotions were found to be significant predictors of positive work–family spillover.

Kizzy Parks, DEOMI PAFB
Kelly Jacobs, Florida Institute of Technology
Erin Richard, Florida Institute of Technology
Submitted by Kizzy Parks, kizwiz@hotmail.com

195. Panel Discussion: 4:30 PM–5:50 PM Imperial B

Developing Global Leaders: Nagging Questions and Considered Answers

Recent strides in understanding leadership within global environments reflect the enormous growth in the globalization of organizations. This panel will share conceptual approaches and practical guidance for successful global leadership development.

Sean Cruse, Hofstra University, *Chair*

Morgan W. McCall, University of Southern California, *Panelist*
George P. Hollenbeck, Hollenbeck Associates, *Panelist*
Deborrah Himsel, Thunderbird University, *Panelist*
Seymour Adler, Aon Consulting, *Panelist*
Submitted by Seymour Adler, Seymour_Adler@Aon.com

196. Special Events: 4:30 PM–5:20 PM Yosemite B

Enabling Innovation in Organizations–2007 Leading Edge Consortium Session

Managing the vagaries of innovation–turning ideas into products and services that add value–is one of the greatest challenges facing leaders. SIOP's 2007 Leading Edge Consortium brought top researchers, practitioners, and business leaders from around the world to share their ideas about helping innovation flourish. Three or 4 of the best speakers from that consortium will expand upon their contributions.

Michael Frese, University of Giessen, *Chair*
Leaetta M. Hough, Dunnette Group, Ltd., *Chair*
William H. Mobley, China Europe International Business School, *Chair*
Ronald Bledow, University of Giessen, *Presenter*
Miriam Erez, Technion, *Presenter*
Edward E. Lawler, University of Southern California, *Presenter*

197. Roundtable Discussion/Conversation Hour: 5:00 PM–5:50 PM Continental 1

Developing Selection Testing Systems: When Things Get Tough

I-O psychologists encounter obstacles when developing, validating, and implementing selection systems. Discussing these obstacles with experts and other professionals can result in insight regarding unique solutions. Participants will first discuss obstacles and solutions in a small group format and will then share solutions and hear input from experts.

Jan L. Boe, Valtera Corporation, *Host*
Emily G. Solberg, Valtera, *Host*
John D. Arnold, Polaris Assessment Systems, *Host*
Monica A. Hemingway, Starwood Hotels & Resorts, *Host*
Michael J. Zickar, Bowling Green State University, *Host*
Submitted by Jan Boe, jboe@valtera.com

198. Panel Discussion: 5:00 PM–5:50 PM Continental 2

More Survey Ponderables…Questions and Answers on Effective Employee Surveys

Panel and audience discussion on 5 research inquiries inspired by practitioner experiences and their implications for employee research. Topics include presenting survey data for maximum impact, the validity of data interpretation "rules of thumb," do employees really know what is important to them, and do different rating scales make a difference.

Sarah R. Johnson, Genesee Survey Services, *Chair*
David Futrell, Eli Lilly & Company, *Panelist*
Alexis A. Fink, Microsoft Corporation, *Panelist*
Alan L. Colquitt, Eli Lilly & Company, *Panelist*
Paul M. Mastrangelo, Genesee Survey Services, Inc., *Panelist*
Maged Natanios, Marriott International, *Panelist*
Ash Buonasera, Marriott International, *Panelist*
Adam B. Malamut, Marriott International, Inc., *Panelist*
David Van Rooy, Marriott International, *Panelist*

Submitted by Sarah Johnson, sarah.johnson@gensurvey.com

199. Symposium/Forum: 5:00 PM–5:50 PM
Continental 3

Estimating Subscales Using IRT

This symposium highlights the use of IRT for estimating subscales. Primarily, the studies presented utilize personality and achievement testing to investigate subscale estimation. This research provides an important first step towards a more sophisticated approach to estimating subscales, particularly if scores are produced at the subscale level.

Scott A. Davies, Pearson, *Chair*
Ian S. Little, Pearson Educational Measurement, Scott A. Davies, Pearson, Stephen T. Murphy, University of Oklahoma, *Subscale Scores for Tests With Complex Structure Using Unidimensional IRT*
Stephen T. Murphy, University of Oklahoma, Ian S. Little, Pearson Educational Measurement, David Shin, Pearson Educational Measurement, Scott A. Davies, Pearson Educational Measurement, *Subscale Estimation: Comparing Estimation Procedures*
Patrick L Wadlington, Birkman International, Inc., Fabian Elizondo, Lamar University, Larry Lee, Birkman International, Inc., Matthew Zamzow, Birkman International, Inc., Roger Birkman, Birkman International, Inc., *Subscales of the Big Five: Item Response Theory Scoring*
Robert Terry, University of Oklahoma, *Discussant*

Submitted by Scott Davies, scott.davies@pearson.com

200. Symposium/Forum: 5:00 PM–5:50 PM
Continental 4

Illuminating the "Murky Ground": Linking Context Theory to Empirical Research

Calls for incorporating context into organizational research have been issued for more than a half-century. However, such calls have been largely unheeded. This symposium presents 4 studies linking context theory to empirical evidence. Presenting both qualitative and quantitative data spanning multiple domains, the fundamental impact of context is illustrated.

Erich C. Dierdorff, DePaul University, *Chair*
Eric Patton, Saint-Joseph's University, Gary W. Johns, Concordia University, *Absenteeism in Context: 150 Years of New York Times Coverage*
Eric A. Surface, SWA Consulting Inc., J. Kemp Ellington, Illinois Institute of Technology, *Rethinking Context in Training Effectiveness Research: Instructor as Learning Context*
Erich C. Dierdorff, DePaul University, Frederick P. Morgeson, Michigan State University, *Discrete Context Effects on Consensus in Work Role Expectations*

Erich C. Dierdorff, DePaul University, Robert S. Rubin, DePaul University, Frederick P. Morgeson, Michigan State University, *Omnibus and Discrete Context Effects on Requirements of Managerial Roles*

Submitted by Erich Dierdorff, edierdor@depaul.edu

201. Poster Session: 6:00 PM–8:00 PM
Continental 1

Top Posters Reception

(Posters can be viewed from 6:00 to 7:00)

201-1 The Impact of Protégé Choice on Mentoring Processes

This study experimentally manipulated whether or not protégés were able to choose their own mentors in an online formal peer mentoring program. Results indicated that protégés who selected a mentor felt more similar to him/her, were relatively more proactive in the mentorship, and received more academic career development.

Kimberly Smith-Jentsch University of Central Florida
Nicole Hudson University of Central Florida
Mollie Peuler University of Central Florida 3 610

Submitted by Dana Kendall, dana1976@juno.com

201-2 S. Rains Wallace Winner: Integrating Personality, Climate, Regulatory Focus, and Safety and Production Performance

This multilevel study tested whether promotion focus and prevention focus explain how safety climate and conscientiousness relate to safety and production performance. Results showed that safety climate and Conscientiousness predicted promotion and prevention foci, which in turn mediated the relationships between safety climate and Conscientiousness and productivity and safety performance.

J. Craig Wallace, Oklahoma State University, *Presenter*

Submitted by Steven Rogelberg, sgrogelb@email.uncc.edu

201-3 Abusive Reactions to Conflict: Implications for Subordinates of Frustrated Managers

This study examines the influence of supervisors' levels of coworker conflict on their propensity to engage in abusive supervisory behaviors and the moderating influence of leader–member relationship quality. The influence of abuse on supervisor ratings of subordinate work effort, turnover intent, and citizenship behavior is also examined.

Kenneth Harris, Indiana University Southeast
Paul Harvey, University of New Hampshire
K. Michele Kacmar, University of Alabama

Submitted by Paul Harvey, paul.harvey@unh.edu

201-4 Effects of Conscientiousness and Agreeableness on Employee Reactions to Constraints

The hypothesis was tested that Conscientiousness and Agreeableness moderate the relationship between organizational constraints, a form of job stress, and interpersonal deviance. Results of analyses conducted on data collected from 239 workers indicated that the positive relationship between constraints and deviance was strongest among low-Agreeableness, high-Conscientiousness workers.

Lisa Penney, University of Houston
L. Witt, University of Houston
Submitted by Lisa Penney, lpenney@uh.edu

201-5 Mood and Pooling Unshared Information in Group Decision Making

The effects of positive mood on sharing unshared information during a group decision making task were examined. Positive mood was induced in none, some, or all group members. Positive mood led members to pool and repeat unique information, and collective positive affect had an incremental effect on sharing unique information.

Won-Hyun So, University at Albany-SUNY
Kevin Williams, University at Albany-SUNY
Submitted by Won-Hyun So, ws7253@albany.edu

201-6 Information Sharing and Group Effectiveness: A Meta-Analysis

Meta-analytic cumulation of 72 independent studies (4,795 teams; N = 17,279) suggests greater information sharing facilitates superior team performance, cohesion, satisfaction with discussion, and task knowledge. Teams tend to share more information when a correct solution was possible, when instructed to share, and when teams were homogenous and cooperative.

Jessica Mesmer-Magnus, University of North Carolina-Wilmington
Leslie DeChurch, University of Central Florida
Submitted by Jessica Mesmer-Magnus, magnusj@uncw.edu

201-7 Do Applicants With an Arab-Sounding Name Suffer More Hiring Discrimination?

A field and lab study in the Netherlands investigated hiring discrimination against applicants based on their Arab-sounding names on resumes. The odds for rejecting resumes with Arab-sounding names were 4 times higher than those with Dutch-sounding names (field study). Motivation to control prejudice moderated this Arabic-name effect (lab study).

Eva Derous, Erasmus University Rotterdam
Hannah-Hanh Nguyen, California State University, Long Beach
Ann Marie Ryan, Michigan State University
Submitted by Eva Derous, derous@fsw.eur.nl

201-8 Performance and Director Pay: Evidence That Only Men Receive Carrots

This research looks at gender differences in the context-dependence of directors' pay. Performance-based bonuses were more performance sensitive for male compared to female directors in such that male mangers' bonuses would correspond to company performance, whereas for female managers' company performance did not relate to the bonuses they received.

Clara Kulich, Exeter University
Submitted by Clara Kulich, c.kulich@ex.ac.uk

201-9 Telecommuting and Organizational Attitudes and Outcomes: A Meta-Analysis

This study investigated the influence of telecommuting on organizational attitudes and outcomes using meta-analysis (Schmidt & Hunter, 2004). The results demonstrated a positive relationship between telecommuting and job satisfaction, commitment, turnover (reduced), performance, stress (reduced), family–work conflict and work–family conflict (reduced), although the effects were small and often moderated.

Jessica Nicklin, University at Albany-SUNY
Pat Caputo, Aon Consulting
Regina Cosentino, University at Albany-SUNY
Maria Arboleda, University at Albany-SUNY
Minsu Lee, University at Albany-SUNY
Clifton Mayfield, University at Albany-SUNY
Kimberly Melinsky, University at Albany-SUNY
Heather Rosman, University at Albany-SUNY
Anna Sackett, University at Albany-SUNY
Sylvia Roch, University at Albany-SUNY
Submitted by Jessica Nicklin, jn0702@gmail.com

201-10 The Job Characteristics of Knowledge-Work: A Theoretical and Empirical Examination

This paper examined emerging job characteristics of knowledge-work. It predicted that boundarylessness between work and nonwork-life, demand for constant learning, multitasking, and interruptions at work are unique knowledge-work job characteristics. Two studies were conducted among 625 knowledge workers and found support for the construct validity of these job characteristics.

Jia Lin Xie, University of Toronto
A. R. Elangovan, University of Victoria
Coreen Hrabluik, University of Toronto
Submitted by Jia Lin Xie, xiejL@rotman.utoronto.ca

201-11 Changes in Job Satisfaction: A Longitudinal Study of Organizational Newcomers

Longitudinal data from 132 newcomers, collected at 4 times over their first year, showed individuals tend towards a general pattern of job satisfaction of an initial high followed by a decline and tapering off. Also, individual differences in early experiences and perceptions play key roles in explaining this pattern.

Wendy Boswell, Texas A&M University
Abbie Shipp, Texas A&M University
Stephanie Payne, Texas A&M University
Satoris Youngcourt, Kansas State University
Submitted by Wendy Boswell, wboswell@tamu.edu

FRIDAY PM

201-12 The Effect of Ability Homophily on Individual Performance

This study was conducted to determine the influence of ability homophily in advice and friendship networks on 3 measures of individual performance. The results indicate that ability homophily in advice relationships was related to increased performance across 3 separate individual-level performance measures. No such relationship was observed among friendship relationships.

Kent Halverson, Air Force Institute of Technology
Michael Gray, Air Force Institute of Technology
Submitted by Kent Halverson, kent.halverson@afit.edu

201-13 Formal and Emergent Leaders' Cognitive Accuracy in Social Networks

This study was conducted to assess leaders' perceptions of their social networks as well as to describe the composition of leaders' ties. Using social network analysis, the relationship between formal and emergent leadership on the one hand, and accuracy at perceiving network ties on the other, was analyzed.

Elizabeth Conjar, George Mason University
Dan Horn, U.S. Army Research Institute
Submitted by Elizabeth Conjar, econjar@gmail.com

201-14 Predictive Utility of Peer- Versus Direct Report-Ratings of Derailment Tendencies

Using Johnson's (2000, 2001) relative weights analysis, this study compared the degree to which direct report vs. peer ratings of managers' behaviors historically associated with derailment explained variance in boss ratings of managerial effectiveness. Compared to direct report ratings, peer ratings emerged as stronger indicators of managerial effectiveness across all derailment behavior categories studied.

William Gentry, Center for Creative Leadership
Phillip Braddy, Center for Creative Leadership
Todd Weber, University of North Carolina
Lori Foster Thompson, North Carolina State University
Submitted by William Gentry, gentryb@leaders.ccl.org

201-15 Power and Leader Self-Serving Behavior: Does Elevated Power Corrupt?

This paper investigated the effects of leader power on leader self-serving behaviors. It was hypothesized that high-power leaders rely more on effective-leadership beliefs when self-allocating resources than low-power leaders, consequently acting more self- vs. more group servingly than low-power leaders. Results of 1 experimental study and 1 survey study confirmed expectations.

Diana Rus, Erasmus University Rotterdam
Daan van Knippenberg, Erasmus University Rotterdam
Barbara van Knippenberg, Free University Amsterdam
Submitted by Diana Rus, drus@rsm.nl

201-16 Work–Family Conflict's Relationship With Workplace Cognitive Failure and Safety

This study of work–family stress was conducted among a sample consisting primarily of construction workers. Family-to-work conflict was significantly and positively related to workplace cognitive failure. Workplace cognitive failure, in turn, had a significant negative relationship with safety performance.

Rachel Daniels, Portland State University
Leslie Hammer, Portland State University
Submitted by Rachel Daniels, rdaniels@pdx.edu

201-17 The Effects of Group-Level Leader–Member Exchange on Interactional Justice Perceptions

This study examined the relationship between group-level LMX on individual-level interactional justice. Results illustrated that the group mean on LMX was positively related to interactional justice, LMX differentiation (i.e., the standard deviation of LMX) was negatively related to interactional justice, and the mean and differentiation interacted to influence justice perceptions.

David Mayer, University of Central Florida
Submitted by David Mayer, dmayer@bus.ucf.edu

201-18 Effects of Subordinates' Cultural Value Orientations on Feedback Ratings

This study examines subordinates' cultural values and rating biases in a multisource feedback context. Hierarchical linear modeling results (695 raters and 78 ratees) demonstrate that subordinates with higher uncertainty avoidance gave more lenient ratings, and those with higher power distance and collectivism showed greater halo in their ratings.

K. Yee Ng, Nanyang Technological University
Christine Koh, Nanyang Technological University
Soon Ang, Nanyang Technological University
Jeffrey Kennedy, Nanyang Business School
Kim-Yin Chan, Nanyang Technological University
Submitted by K. Yee Ng, akyng@ntu.edu.sg

201-19 Exploring How Response Distortion of Personality Measures Affects Individuals

This study employs a within-person design to examine the phenomena of response distortion on personality assessments. Results suggest that response distortion occurs but that scores are infrequently distorted to extreme levels. Further, commonly used correction methods failed to alleviate concerns. Finally, low self-worth served as a predictor of distortion.

Greg Stewart, University of Iowa
Todd Darnold, University of Iowa
Ryan Zimmerman, Texas A&M University
Murray Barrick, Texas A&M University
Laura Parks, James Madison University
Susan Dustin, University of Iowa
Submitted by Ryan Zimmerman, rzimmerman@mays.tamu.edu

201-20 Indirect Range Restriction: Recalibrating the Validities of GMA and Personality

Recently developed procedures produce improvements in the accuracy of corrections for range restriction and reveal that validities of employment selection methods have been underestimated. These procedures were aplied to meta-analytic validities of personality and GMA. Results show that increases in validity estimates are greater for GMA than for personality.

Frank Schmidt, University of Iowa
Jonathan Shaffer, University of Iowa
In-Sue Oh, University of Iowa
Submitted by Jonathan Shaffer, jonathan-shaffer@uiowa.edu

201-21 Work–Family Conflict or Segmentation? A Meta-Analytic Comparison of Opposing Theories

Despite the abundance of work–family research, few have systematically investigated competing approaches to work–family. The purpose of this study is to provide a quantitative comparison of the major tenets of conflict and segmentation theories. Results indicate segmentation explains 37.60-38.70% of the variance in outcomes vs. 5.60-6.30% by conflict.

Jesse Michel, Michigan State University
Michael Hargis, University of Central Arkansas
Submitted by Jesse Michel, michelj@msu.edu

	Continental 1	Continental 2	Continental 3	Continental 4	Continental 5	Continental 6	Continental 7	Continental 8	Continental 9	Executive Board Room
7:30 AM	Coffee Break									
8:00 AM	87 Talent Mgmt Enterprise Software: Trials/Trends	96 Self-Determination Theory in the Workplace	88 Ex Comm: Creative Federal Funding of I-O	89 Dynamic Research in I-O Psychology	90 Advances in Front-Line Leader Selection	91 Goals, Feedback, and Performance: A Dynamic Self-Regulation Perspective	92 The 4th Dim: Response Times Impact Test Perf	93 Test Validity: A Multiple Stakeholder Approach	97 Perspectives on Engagement Journey: Implementation Strategy and Tactics	
8:30 AM										
9:00 AM	105 Driving International Selection Excellence		106 Ex Comm: SIOP's New Journal: Continuing			107 Workplace Civility and Incivility: Implications for				108 Expatriates: Go Back Home
9:30 AM										
10:00 AM	Coffee Break									
10:30 AM	111 Measuring the Impact and Value of Exec Coaching	112 Internet Testing: Issues, Research, Solutions, Guidelines, Concerns	113 Ex Comm: The I-O "Brand": A Meeting on SIOP Visibility and Image	114 Update on Neural Networks in I-O Psychology	115 Roadblocks, Detours, and New Directions in Career Pathing	116 Computer Adaptive Testing (CAT) and Personnel Selection	117 Associate Engagement in Asia–Myth or Mystery	118 Global Selection: Studies/ Lessons	119 Weight-Based Bias in the Workplace	120 Stop Helping Me - You Are Stressing Me Out
11:00 AM										
11:30 AM	129 Increasing Access to Leadership Development							130 When Good Things Happen to Others: Envy and Firgun Reactions		131 I Second that Emotion
12:00 PM		134 Reversing the Flow: How Customer Behaviors Impact Service Employees	135 Ex Comm: Ed & Training in I-O: Open Meeting	136 Successful Mentorship Programs– Research, Lessons, Best Practices	137 Applicant Retesting Policy: Key Considerations and Best Practices	138 Leading Destructively: Theoretical/ Empirical Exam of Destructive Leaders	147 Predictive Validity Personality Facets		139 Executive Succession: Real-World Challenges	
12:30 PM										148 Please Watch Your Step: Safety First
1:00 PM	151 English Proficiency and Cultural Issues in U.S. Selection		152 Ex Comm: Town Hall Meeting		158 Current Issues in Internet Assessment– The Providers' View	159 Integrating Leadership and Organizational Justice: The Next Phase	160 Assessments for Employee Development: Indiv and Org Outcomes	153 How Rude! Investigating the Complexity of Disrespectful Behaviors at Work	154 Performance Mgmt Processes Drive Business Results	
1:30 PM		156 Creative and Innovative Processes in Teams: Dealing With Inherent Messiness		157 Update in Wage and Hour Litigation						161 A 360 View of Multisource Feedback Instruments
2:00 PM	167 Science in Business: Strategies for New I-Os		168 Ex Comm: I-O Psychology Practitioners						169 Applied I-O Research: Pitfalls and Opportunities	
2:30 PM										
3:00 PM	Coffee Break									
3:30 PM	172 The Marginalized Workforce: How I-O Psychology Can Make a Difference	173 Perspectives of I-Os in Global Companies: Insights, Issues, and Challenges	174 Ex Comm: Current Issues in I-O Practice	175 High-Quality Work Relationships: Integrating Streams/Charting New Waters	176 What Companies Are Really Doing About the Generation Gap	177 Holistic Approaches to Leadership Research	178 Explanatory Mechanisms Linking Positive Work Experiences to Behavior and Well-Being	179 Leadership Development That Works: Keys to Realizing Objectives	180 Creating a Culture of Work-Life Flexibility	181 China: Where is Richard Nixon When We Need
4:00 PM										
4:30 PM						192 When I-O Isn't *Officially* Your Job				193 This Isn't Your Father's Recruiting System
5:00 PM	197 Developing Selection Testing: When Things Get	198 Survey Ponderables: Employee Surveys Q&A	199 Estimating Subscales Using IRT	200 Illuminating the "Murky Ground": Linking Context Theory						
5:30 PM										

Friday Special Events:

FRIDAY SEMINARS
CE credits available, preregistration required.

EXECUTIVE COMMITTEE INVITED SESSIONS
Five sessions dedicated to issues of particular importance to SIOP.

PROGRAM COMMITTEE INVITED ADDRESS
Session 101: *Emotional Skills* with Paul Ekman

PROGRAM COMMITTEE INVITED ADDRESS
Session 122: *Workforce Intelligence: The Predictive Initiative* with Jac Fitz-enz

	Franciscan A	Franciscan B	Franciscan C	Grand Ballroom A	Grand Ballroom B	Imperial A	Imperial B	Yosemite A	Yosemite B	Yosemite C
7:30 AM	Coffee Break									
8:00 AM						94 Service Learning as an I-O Teaching Method: Stakeholders' Lessons Learned	95 Empirical Advances in Expanding the Cultural			
8:30 AM	98 Organizational Justice	99 Work–Life Balance: Good Research/Good Practice	100 Understanding Emotional Labor in I-O	**101 Prog Comm Address– Emotional Skills**	*109 Occupational Health/Safety/ Stress/Response*		110 Org Survey Norming, Validation/Feedback in a Global	102 Regulatory Focus and Goal Orientation: Exploring Team-Level Validity and Outcomes	103 Diversity Mindsets: Their Nature, Development, and Implications for Organizations	104 Beyond the Cover Story: Rsrch-Grounded Insights Into Millennial-Gen Employees
9:00 AM										
9:30 AM										
10:00 AM	Coffee Break			Coffee Break						
10:30 AM	121 Occupational Health in Organizations			**122 Prog Comm Address– Workforce Intelligence: The Predictive Initiative**	*123 Staffing/ Recruitment/ Legal Issues/Job Analysis*	124 Developing Applied Experiences for Undergraduate	125 Intersecting Questions at the Leading Edge of Leadership Research	126 Psychometric Soundness of Multisource Ratings: Approaches	127 Bringing the Relationship Into the Experience of Workplace Aggression	128 Factors That Effect Personal Goals and Self-Regulation Processes Over Time
11:00 AM										
11:30 AM					*132 Measurement/Stat Techniques & Motivation*	133 Leading Change From Different Levels of the Organization				
12:00 PM	140 Aging and Industrial and Organizational Psychology	141 Doing Diversity Right: A Research-Based Approach to Diversity Management	142 Conceptual and Methodological Issues in Analyzing Changes Over Time	143 Global Versus Local Personality Norms: The Whens, Whys, and Hows	*149 Job Attitudes/ Leadership*		144 The Benefits of Nonwork Experiences for Employee Health and Performance	145 Psychometric Properties of Conditional Reasoning Tests	150 Leading the Team, and Above	146 Performance Approach-Avoidance Motivation and Task Performance
12:30 PM										
1:00 PM						155 I-O Innovations in the Intelligence and Defense Community				
1:30 PM	162 The Science and Practice of Mentoring			163 The Importance, Assessment, and Development of Flexible Leadership	*164 Job Performance/ Citizenship/ Human Factors*			165 Reexamining Assessment Centers: Alternate Approaches		166 Does Age Really Matter? Generational Differences in the Workplace
2:00 PM							170 Key Elements of Successful Applied		171 Promoters and Detractors: Customer Loyalty	
2:30 PM										
3:00 PM	Coffee Break									
3:30 PM	182 I-Os' Experience as Internal Staff/ External Consult	183 Content Analysis in Leadership Research:	184 Look Before You Leap: Strategies for Successful Career Transitions	185 International Perspectives on the Legal Environment for Selection	*186 Job Attitudes/Org Change*	187 Reviewing the Reviewers: Editors' Reflections on Reviewer Comments	188 Development of a Multi-Agency Certification	189 Feedback Environment and Seeking: The Role of the Trusted Supervisor	190 Global and Multilingual Assessments: Field Selection	191 Unveiling the Intangible: Use of Social Network Analysis in Organizations
4:00 PM										
4:30 PM					*194 Inclusion/ Diversity/Work-Family/Non-Work Life*		195 Developing Global Leaders: Nagging Questions and Considered Answers		196 Enabling Innovation in Organizations–2007 LEC	
5:00 PM										
5:30 PM										

Master Tutorials (CE credit available)　　　　**Executive Committee/Program Committee Sessions**

Posters　　　　Interactive Posters　　　　**Community of Interest**

Friday Special Events (continued):

LEADING EDGE RECEPTION
6:00–7:00 PM Yosemite C (Ballroom Level)

**LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION AND
　　SILENT AUCTION**
6:00–8:00 PM Imperial A (Ballroom Level)

Careers/Mentoring/Retirement/Socialization
215   Mentoring Gone Awry–When a "Good Thing" Goes Wrong, Franciscan B, 8:30AM
223   Frontier Series Learning, Training, and Development in Organizations, Franciscan A, 9:00AM
233   Mid-Career Changes by I-O Psychologists: Reflections on Successful Transitions, Continental 9, 10:30AM
237   On-Boarding Processes for Transiting I-O's Into Corporate and Consulting Roles, Franciscan C, 10:30AM
255   Person–Job, Person–Organization, and Person–Environment Fit, Franciscan A, 12:00PM
258   Generational Faultlines in the Workplace: Directions for Research and Practice, Yosemite B, 12:00PM

Coaching/Training/Leadership Development
213   Please Don't Go! Focusing on Retention and Engagement of Women, Continental 6, 8:30AM
246   Interactive Posters 1 to 2: Defining Leadership: Bring Wimpy Back, Executive Board Rm, 11:30AM
251   Building Management Capability: The Road to Competitive Advantage, Continental 6, 12:00PM
266   Poster 1: Poster Session, Grand Ballrm B, 12:30PM
278   Poster 1: Poster Session, Grand Ballrm B, 1:30PM
287   Transforming Leadership Through Talent Development Programs, Continental 8, 3:30PM

Counterproductive Behavior/Workplace Deviance
253   Examining the Relationship Between Affect, Emotions, and Counterproductive Work Behaviors, Continental 8, 12:00PM
275   Interactive Posters 1 to 4: Poster Session, Executive Board Rm, 1:30PM
297   Structural and Individual Predictors of OCB and CWB, Yosemite C, 3:30PM

Emotions at Work/Emotional Labor
231   A Tale of Two Emotion Strategies: Surface and Deep Acting, Continental 7, 10:30AM

Employee Withdrawal (e.g., absence, turnover)/Retention
222   Interactive Poster 1: Appearances Do Matter After All, Executive Board Rm, 9:00AM
294   Employee Retention: Fighting the War for Talent, Imperial B, 3:30PM

Global/International/Cross-Cultural Issues
209   Issues in Personality Assessment in Non-Western Cultures, Imperial B, 8:00AM
211   Expatriate Success: Findings From 10 Host-Cultural Clusters Around the World, Continental 2, 8:30AM
239   Posters 1 to 2: Poster Session, Grand Ballrm B, 10:30AM
243   Ensuring Global Validity of Employee Opinion Surveys, Yosemite B, 10:30AM
264   Organizational Psychologists and World Poverty: Our Roles and Obligations, Franciscan C, 12:30PM
285   Rethinking the Concept of Culture for Use in Organizational Psychology, Franciscan C, 2:00PM

Groups/Teams
214   Virtual Teams: Cutting-Edge Research Developments, Continental 7, 8:30AM
256   Team Coordination in High-Risk Environments, Imperial B, 12:00PM
227   M. Scott Myer Award: TeamSTEPPS™: Team Strategies and Tools to Enhance Performance and Patient Safety, Continental 3, 10:30AM
289   Frontier Series; Team Effectiveness in Complex Organizations: Cross-Disciplinary Perspectives and Approaches, Franciscan A, 3:30PM

Inclusion/Diversity (e.g., sexual orientation, race, sex)
205   The Diversity of Organizational Diversity: Generalizing Findings Across Diverse Groups, Continental 8, 8:00AM
220   New Research on Age Stereotypes From the U.S. and EU, Yosemite C, 8:30AM
222   Interactive Poster 2 to 3: Appearances Do Matter After All, Executive Board Rm, 9:00AM
262   Interactive Posters 1 to 4: Managing Diversity: What's the Big Deal?, Executive Board Rm, 12:30PM
266   Poster 2: Poster Session, Grand Ballrm B, 12:30PM
267   Harassment Research Advances: Taking Action and Health and Affective Outcomes, Imperial A, 12:30PM
278   Poster 2: Poster Session, Grand Ballrm B, 1:30PM
284   Stigmatized in the Workplace: Perceived Stereotypes Are Just the Beginning, Continental 4, 2:00PM

Innovation/Creativity
221   Distinguished Professional Contributions Award: Organizational Culture Change Is Not About Changing People's Mental Sets,
          Continental 3, 9:00AM
245   Distinguished Scientific Contributions Award: Work Motivation: Use-Inspired Research and Science-Based Practice, Continental 3, 11:30AM

Job Analysis/Job Design/Competency Modeling
288   Practical Considerations and Future Directions in Job Analysis and Specification, Continental 9, 3:30PM

Job Performance/Citizenship Behavior
248   Poster 1: Poster Session, Grand Ballrm B, 11:30AM
252   OCB: Going Beyond Traditional Models of Social Exchange, Continental 7, 12:00PM

Judgment/Decision Making
263   Individual Differences and Decision Making at Multiple Levels of Analysis, Franciscan B, 12:30PM

Leadership
210   Antecedents and Consequences of Unethical Leadership, Yosemite B, 8:00AM
212   Measuring the Impact of Leadership Development, Continental 4, 8:30AM
219   Cultivating Global Leaders: Selection, Development, and Preventing Derailment, Yosemite A, 8:30AM
228   Critical and Emerging Topics in the Study of Leadership, Continental 4, 10:30AM
236   Emotions and Leadership, Franciscan B, 10:30AM
242   Forging the Leader's Character, Yosemite A, 10:30AM
246   Interactive Posters 3 to 4: Defining Leadership: Bring Wimpy Back, Executive Board Rm, 11:30AM
259   An Unbalanced Equation? Exploring Followership Within the Leadership Process, Yosemite C, 12:00PM
272   Leadership Development: Scientist–Practitioner Reports From the Field, Continental 7, 1:30PM
273   Leadership in Groups and Teams: How and Why It Matters, Continental 8, 1:30PM
276   Leadership Talent Management, Franciscan A, 1:30PM
278   Poster 3 to 31: Poster Session, Grand Ballrm B, 1:30PM
279   Beyond the Numbers: Engaging Corporate Leaders in Employee Research Findings, Imperial B, 1:30PM
286   Predicting and Developing Leader Social Awareness and Influence, Continental 7, 3:30PM
290   Multilevel and Multiperspective Research in Leader–Member Exchange, Franciscan B, 3:30PM
298   Closing Conference Address, Continental 4, 4:30PM

Measurement/Statistical Techniques
225   A Comparison of Fixed-, Random-, and Mixed-Effects Models in Meta-Analysis, Continental 1, 10:30AM

Motivation/Rewards/Compensation
207   Frontier Series Work Motivation: Past, Present, and Future, Franciscan A, 8:00AM
241   Advances in Regulatory Focus Research, Imperial B, 10:30AM
283   Distinguished Early Career Contributions Award Winner Motivation in and of Teams: A Multilevel Journey, Continental 3, 2:00PM

Occupational Health/Safety/Stress & Response
203   Distinguished Early Career Contributions Award Winner Sweat the Small Stuff: The Effects of Managers on Employee Health,
          Motivation, and Happiness, Continental 3, 8:00AM
226   Safety in Organizations: Moderators and Mediators of Safety Climate, Continental 2, 10:30AM
250   Relationships Between Supportive Work Environments and Worker Safety Outcomes, Continental 2, 12:00PM
269   Occupation/Industry Focused Studies of Safety Climate, Continental 2, 1:30PM

Organizational Culture/Climate
266   Posters 3 to 15: Poster Session, Grand Ballrm B, 12:30PM
296   Innovative Use of Survey Data for Organizational Change and Restructuring, Yosemite B, 3:30PM

Organizational Performance/Change/Downsizing/OD
234   Interactive Posters 1 to 4: Stop Resisting Organizational Change: It is Futile, Executive Board Rm, 10:30AM
268   How People Change: The Transtheoretical Model of Behavior Change, Continental 1, 1:30PM

Performance Appraisal/Feedback
266   Posters 16 to 32: Poster Session, Grand Ballrm B, 12:30PM

Personality
239   Posters 3 to 28: Poster Session, Grand Ballrm B, 10:30AM
248   Posters 2 to 12: Poster Session, Grand Ballrm B, 11:30AM
274   Applicant Faking Behavior Through the Practitioner's Lens, Continental 9, 1:30PM
295   Regulatory Focus: Understanding Relationships With Individual Differences and Behavior, Yosemite A, 3:30PM

Research Methodology (e.g., surveys)
206   How I-O Psychology Can Contribute to Evidence-Based Management, Continental 9, 8:00AM
232   Write, for These Words Are True: Uncovering Complexity in I-O, Continental 8, 10:30AM
249   Constructive Use of Comments in Organizational Surveys: A Targeted Tutorial, Continental 1, 12:00PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession,/workforce planning, etc.)
216   Personnel Selection for High-Risk Occupations: Our Current State, Franciscan C, 8:30AM
218   Assessment Best Practices, Challenges, and Considerations in the Sales Industry, Imperial A, 8:30AM
222   Interactive Poster 4: Appearances Do Matter After All, Executive Board Rm, 9:00AM
230   The Role of Unstructured Information in the Employment Interview, Continental 6, 10:30AM
240   Onboarding New Executives: Rationale, Current Practices, and Trends, Imperial A, 10:30AM
257   Integrating Conditional Standard Errors of Measurement Into Personnel Selection Practices, Yosemite A, 12:00PM
261   That Can't Be True! Detecting Faking Using Bogus Items, Continental 4, 12:30PM
280   Implementing New Technology Into Different Organizations' Selection Systems, Yosemite A, 1:30PM
281   The Role of Employer Image on Recruitment Processes and Outcomes, Yosemite B, 1:30PM

Strategic HR/Utility/Changing Role of HR
239   Poster 29: Poster Session, Grand Ballrm B, 10:30AM
254   Generation Gap Challenges and Opportunities Arising From the Demographic Shift, Continental 9, 12:00PM

Teaching I-O Psychology/Student Affiliate Issues/Professional Development
208   Keynote Address: Preparing for the Future: A Critical-and-Constructive Look at I-O Education, Grand Ballrm A, 8:00AM
217   A Special Debate on the State of I-O Training, Grand Ballrm A, 8:30AM
238   Meeting Stakeholder Needs: Views From Industry, Consulting, and Academia, Grand Ballrm A, 10:30AM
265   Innovations in I-O Teaching and Curricula, Grand Ballrm A, 12:30PM
277   Connecting Education to Practice, Grand Ballrm A, 1:30PM
292   The Future of I-O Education: Theme Track Integration and Open Forum, Grand Ballrm A, 3:30PM
293   Getting Your Feet Wet: Master's and Undergraduate Internship Experiences, Imperial A, 3:30PM

Testing/Assessment (e.g., selection methods; validation; predictors, etc.)
202   Lights, Camera, Action: How To Develop a Video-Based Test, Continental 1, 8:00AM
224   Posters 1 to 32: Poster Session, Grand Ballrm B, 9:00AM
229   Assessment Center Validity: Where Do We Go From Here?, Continental 5, 10:30AM
239   Poster 30: Poster Session, Grand Ballrm B, 10:30AM
244   Validity/Practical Implications for Call Center Agent Job Simulations, Yosemite C, 10:30AM
247   Juggling Act! Competing Demands in Applied I-O, Franciscan C, 11:30AM
248   Posters 13 to 32: Poster Session, Grand Ballrm B, 11:30AM
260   Measuring Information and Communication Technology Literacy, Continental 3, 12:30PM
270   Benefits and Challenges of Online and Unsupervised Adaptive Testing, Continental 5, 1:30PM
271   Recent Research on Retesting and Its Implications for Selection, Continental 6, 1:30PM
282   Comparing Empirical Keying Methods, Yosemite C, 1:30PM
291   SJTs Aren't Just for Selection: Use in Development and Training, Franciscan C, 3:30PM

Work and Family/Non-Work Life/Leisure
204   Implementing Strong Research Designs in the Work–Family Interface, Continental 5, 8:00AM
235   Work–Family Interface, Franciscan A, 10:30AM
278   Poster 32: Poster Session, Grand Ballrm B, 1:30PM

202. Master Tutorial: 8:00 AM–9:50 AM
Continental 1
Two (2) CE credits for attending! Register at the session.

Lights, Camera, Action: How To Develop a Video-Based Test
This tutorial covers the fundamental techniques for developing a video-based test (VBT). The presenters will provide a brief overview of VBTs, then guide participants through activities designed to give a working knowledge of scenario development, script writing, video-production techniques, and casting. Guidance on implementing and maintaining VBTs will be provided.

Delisa D. Walker, U.S. Secret Service, *Presenter*
Jeffrey M. Cucina, U.S. Customs and Border Protection, *Presenter*
Sesh Kannan, Flaneur Media, *Presenter*

Submitted by Delisa Walker, DeLisa.Walker@usss.dhs.gov

203. Special Events: 8:00 AM–8:50 AM
Continental 3

Distinguished Early Career Contributions Award Winner: Sweat the Small Stuff: The Effects of Managers on Employee Health, Motivation, and Happiness
This talk will review research linking managerial behaviors (especially transformational leadership) to employee job satisfaction, motivation, health, and emotions. The focus is on the day-to-day impact of managers on employee well-being. Implications for supervisory and managerial training and development will also be discussed.

Timothy A. Judge, University of Florida, *Chair*
Joyce E. Bono, University of Minnesota, *Presenter*

204. Symposium/Forum: 8:00 AM–9:50 AM
Continental 5

Implementing Strong Research Designs in the Work–Family Interface
Strong research designs within the field of work and family have been lacking. This symposium showcases research on the work–family interface that incorporates strong design elements. The 4 presentations highlight the strengths and implications of multilevel models, multisource data, replication of findings, modeling complex relationships, and longitudinal models.

Thomas W. Britt, Clemson University, *Chair*
Hailey A. Herleman, Clemson University, *Chair*
Heather N. Odle-Dusseau, Clemson University, *Chair*
Ellen E. Kossek, Michigan State University, Leslie B. Hammer, Portland State University, Jesse S. Michel, Michigan State University, Nanette Yragui, Portland State University, *Multilevel Modeling in Work–Family Research: An Exploration of Cross-Level Relationships*

Cynthia A. Thompson, Baruch College, CUNY, David J. Prottas, Adelphi University, Jeanine Andreassi, Sacred Heart University, *Strengthening Research on Work–Family: Using Objective Measures and Multiple Samples*
Emily David, University of Houston, Kori Callison, University of Houston, L. A. Witt, University of Houston, *Person–Situation Effects on Work Interference With Family: Modeling Complex Relationships*
Heather N. Odle-Dusseau, Clemson University, Hailey A. Herleman, Clemson University, Thomas W. Britt, Clemson University, Carl Castro, USA Medical Research Materiel Command, Charles Hoge, Walter Reed Army Institute of Research, Dennis McGurk, Walter Reed Army Inst of Research, *Strengthening Causal Inferences in Work–Family Research: Use of Longitudinal Methods*
Wendy J. Casper, University of Texas at Arlington, *Discussant*

Submitted by Thomas Britt, twbritt@clemson.edu

205. Symposium/Forum: 8:00 AM–9:50 AM
Continental 8

The Diversity of Organizational Diversity: Generalizing Findings Across Diverse Groups
Successfully managed, workforce diversity is an asset; poorly managed, it becomes a liability. To inform effective management, this symposium includes empirical research on discrimination and factors that may affect job attitudes and turnover differentially for members of different groups. Research on racial/ethnic minorities, women, older employees, and the disabled are included.

Laura G. Barron, Rice University, *Chair*
Michelle (Mikki) Hebl, Rice University, *Chair*
Laura G. Barron, Rice University, Michelle (Mikki) Hebl, Rice University, *"Ethnic and Proud": Manifest Racial Identification and Applicant Discrimination*
Lori Anderson Snyder, University of Oklahoma, Lauren V Blackwell, University of Oklahoma, Jeanette N. Cleveland, Pennsylvania State University, George C. Thornton, Colorado State University, Jennifer Carmichael, University of Oklahoma, *Experiences of Disabled Workers: Discrimination, Justice, and Satisfaction*
Patrick F. McKay, Rutgers University, Derek R. Avery, University of Houston, David Wilson, University of Delaware, *To Stay or Not To Stay? Race and Place Attachment*
Cynthia A. Hedricks, SkillSurvey, Inc., Chet Robie, Wilfrid Laurier University, *Online Reference Checking Reduces Group Differences*
Kathy Stewart, George Mason University, Eden B. King, George Mason University, Kimberly R. Hylton, George Mason University, Eleni Vagias, North Carolina State University, *Is Benevolence Bad? Task Consequences of Benevolent and Hostile Sexism*
Armando Estrada, Washington State University-Vancouver, Sarah L. B. Singletary, Rice University, Carl Garren, Washington State University, Anders Berggren, Swedish National Defence College, *Harassment and Discrimination Outcomes in the Swedish Military*
Robert L. Dipboye, University of Central Florida, *Discussant*

Submitted by Laura Barron, lgb104@yahoo.com

Indicates Saturday Theme Track Session.

SATURDAY AM

206. Panel Discussion: 8:00 AM–9:50 AM
Continental 9

How I-O Psychology Can Contribute to Evidence-Based Management
This panel examines the contributions I-O psychology can make to the EBMgt movement. Panelists will discuss ways in which communities of practice can be built involving researchers, educators, and practitioners in I-O psychology to better disseminate, contextualize, and act upon the field's core findings.

Gary P. Latham, University of Toronto, **Chair**
Denise M. Rousseau, Carnegie Mellon University, **Chair**
Sara L. Rynes, University of Iowa, **Panelist**
Michael Frese, University of Giessen, **Panelist**
Rob Briner, Birbeck College, **Panelist**
David Denyer, Cranfield School of Management, **Panelist**

Submitted by Denise Rousseau, rousseau@andrew.cmu.edu

207. Special Events: 8:00 AM–8:50 AM
Franciscan A

Frontier Series Work Motivation: Past, Present, and Future
The purpose of this panel presentation is to present the forthcoming new SIOP Frontier Series book, *Work Motivation: Past, Present, and Future.* Kanfer will provide an introduction to the book. Several chapter authors will then discuss their contributions and recommendations for future research.

Ruth Kanfer, Georgia Institute of Technology, **Chair**
Gilad Chen, University of Maryland, **Chair**
Robert D. Pritchard, University of Central Florida, **Chair**
Robert E. Ployhart, University of South Carolina, **Presenter**
Reeshad S. Dalal, George Mason University, **Presenter**
Charles L. Hulin, University of Illinois, **Presenter**
James M. Diefendorff, University of Akron, **Presenter**
Robert G. Lord, University of Akron, **Presenter**
Howard J. Klein, The Ohio State University, **Presenter**
Terence R. Mitchell, University of Washington, **Presenter**

208. Special Events: 8:00 AM–8:30 AM
Grand Ballroom A

📖 **Keynote Address: Preparing for the Future: A Critical-and-Constructive Look at I-O Education**
This keynote session will set the stage for SIOP's 2008 Saturday theme track. The keynote speaker, Dr. Ben Schneider, will discuss the context, history, trends, and critical issues in I-O education that need to be addressed to ensure the future success of our profession.

Steven G. Rogelberg, University of North Carolina Charlotte, **Chair**
John C. Scott, Applied Psychological Techniques, **Chair**
Benjamin Schneider, Valtera, **Presenter**

209. Symposium/Forum: 8:00 AM–9:50 AM
Imperial B

Issues in Personality Assessment in Non-Western Cultures
This symposium presents leading-edge research and findings regarding issues in cross-cultural personality assessment. Issues in the definition, measurement, and validity of personality constructs (work styles) in non-Western cultures will be addressed. In addition, applied issues such as the role of response distortion and the importance of "face" will be discussed.

Ronald Page, Assessment Associates International, **Chair**
Ying (Lena) Wang, China Europe International Business School, William H. Mobley, China Europe International Business School, **Critical Issues in Personality Assessment in China**
Thomas Payne, HRC Assessments Co., Ltd., **Critical Issues in Personality Assessment in Thailand**
Aletta Odendaal, University of Johannesburg, Gideon de Bruin, University of Johannesburg, **The Structure of Social Desirability: A Multi-Instrument and Cross-Cultural Perspective**
Ronald Page, Assessment Associates International, **Critical Issues in the Cross-Cultural Application of Personality Assessment**
Clara To, Mobley Group Pacific, **Discussant**
Anna Brown, SHL Group Limited, **Discussant**

Submitted by Ronald Page, ronald.page@aai-assessment.com

210. Symposium/Forum: 8:00 AM–9:50 AM
Yosemite B

Antecedents and Consequences of Unethical Leadership
Leaders are a vital source to employees about workplace ethics. Yet, recent business scandals cast doubt on leaders' abilities to instill ethics and challenge researchers to more fully understand unethical leadership. This symposium addresses this issue and presents 5 theoretically driven papers that investigate antecedents and consequences of unethical leadership.

Marie S. Mitchell, University of Nebraska, **Chair**
Sherry Moss, Wake Forest University, Bennett J. Tepper, Georgia State University, **Supervisor–Subordinate Dissimilarity, Leader Abuse, and Subordinate Performance**
Rebecca L. Greenbaum, University of Central Florida, Robert G. Folger, University of Central Florida, **Effects of Leader Bottom-Line Mentality and Rule-Breaking on Subordinate Outcomes**
Melissa Carsten, Gallup Leadership Institute, Mary Uhl-Bien, University of Nebraska-Lincoln, **Follower Voice or Silence as a Consequence of Unethical Leadership**
Marie S. Mitchell, University of Nebraska, **An Investigation of Unethical Leader Behavior and Employee Workplace Deviance**
Kristin Smith-Crowe, University of Utah, Elizabeth Umphress, Texas A&M University, Arthur Brief, University of Utah, Suzanne Chan-Serafin, University of Utah, Ann Tenbrunsel, University of Notre Dame, **The Effects of Employee Accountability to Corrupt Authority Figures**
Rebecca J. Bennett, Louisiana Tech University, **Discussant**

Submitted by Marie Mitchell, mmitchell@unlnotes.unl.edu

211. Symposium/Forum: 8:30 AM–9:50 AM
Continental 2

Expatriate Success: Findings From 10 Host-Cultural Clusters Around the World

Systematic research on the generalizability of predictors of expatriate adjustment and success will be presented. All papers stem from the International Generalizability of Expatriate Success Project (iGOES), which has been gathering data from Germanic expatriates serving in 20 countries around the world, representing all 10 GLOBE cultural clusters.

Deniz S. Ones, University of Minnesota, *Chair*
Juergen Deller, Leuphana University of Lueneburg, *Chair*
Juergen Deller, Leuphana University of Lueneburg, *Introduction to the iGOES (International Generalizability of Expatriate Success) Project*
Stephan Dilchert, University of Minnesota, *Cognitive Ability and Expatriate Success: A Meta-Analytic Investigation Across Ten GLOBE Regions*
Deniz S. Ones, University of Minnesota, *Generalizability of Personality–Expatriate Performance Relationships: Findings From Ten Cultural Clusters*
Frieder Paulus, Leuphana University Lueneburg, *Expatriate Functioning Around the World: Role of Core Self-Evaluations*
Anne-Grit Albrecht, University of Lueneburg, *Demographic Variables and Expatriate Performance Across Ten GLOBE Cultural Clusters*
Chockalingam Viswesvaran, Florida International University, *Discussant*

Submitted by Deniz Ones, Deniz.S.Ones-1@tc.umn.edu

212. Symposium/Forum: 8:30 AM–9:50 AM
Continental 4

Measuring the Impact of Leadership Development

Large companies are investing significantly in leadership education and development. However, many struggle with how to measure the effectiveness of their leadership development activities. This forum showcases the evaluation methods of 3 large companies. The presenters discuss measures, challenges, and ideas to maximize the impact of development programs.

Leah T. Podratz, Shell Oil Company, *Chair*
Heika Bauer, Royal Dutch Shell, Leah T. Podratz, Shell Oil Company, *Measuring Key Leaders' Behavior Change Following a Development Assessment Center*
Paul A. Leone, Alliant International University, Jeffrey Gust, American Express, *Leadership Training Evaluation at American Express*
Shawn Overcast, JetBlue Airways, Teri Schmidt, JetBlue Airways, *Evaluating Leadership Development Effectiveness at JetBlue Airways*
Colin C. Lue King, Royal Dutch Shell, Gemma Thomas, Royal Dutch Shell, *Shell's Model for Measuring the Impact of Leadership Development*

Submitted by Colin Lue King, colin.lueking@shell.com

213. Symposium/Forum: 8:30 AM–9:50 AM
Continental 6

Please Don't Go! Focusing on Retention and Engagement of Women

Women's leadership and trends in the workforce have become an important focus recently, as women's unique challenges and needs in the workplace become clearer. This forum will take a closer look at a number of initiatives in business and academic settings designed to engage, develop, and retain women leaders.

Erica I. Desrosiers, PepsiCo, *Chair*
Anne C. Weisberg, Deloitte Services LP, Barbara Adachi, Deloitte, *Mass Career Customization: Aligning the Workplace With Today's Nontraditional Workforce*
Nathan J. Hiller, Florida International University, Joyce Elam, Florida International University, Veronica Averhart, Florida International University, *Engagement and Retention of Women in Organizations Through Leadership Development*
Patricia R. Pedigo, IBM Business-Human Resources, Suzanne Walsh, IBM Corporation, *Using Technology for Developing Women Leaders: IBM's Super Women's Group*
Beverly A. Tarulli, PepsiCo, *Engagement and Retention of Women at PepsiCo*
Anna Marie Valerio, Executive Leadership Strategies, LLC, *Discussant*

Submitted by Erica Desrosiers, erica.desrosiers@pepsi.com

214. Symposium/Forum: 8:30 AM–9:50 AM
Continental 7

Virtual Teams: Cutting-Edge Research Developments

The purpose of this symposium is to feature cutting-edge research developments in virtual team research. Specifically, we focus on the conceptualization of virtuality, the impact of personality traits and cultural diversity on virtual team processes and outcomes, as well as the role of leadership in virtual team functioning.

Susan Mohammed, Pennsylvania State University, *Chair*
Katherine Hamilton, Pennsylvania State University, *Chair*
Katherine Hamilton, Pennsylvania State University, Susan Mohammed, Pennsylvania State University, *The Impact of Extent of Virtuality on Team Processes*
Matthew S. Prewett, University of South Florida, Ashley A. Gray, Verizon Wireless/University of South Florida, Amy Taylor, University of South Florida, Michael D. Coovert, University of South Florida, *Predicting Virtual Team Processes: Team Personality Composition and External Feedback*
Yang Zhang, Pennsylvania State University, Susan Mohammed, Pennsylvania State University, *Building Cognitive Consensus in Culturally Diverse Virtual Teams*
Tyrone Jefferson, Aptima, Inc., *Traditional and Modern Leadership Approaches in Three Media Richness Conditions*
Luis Martins, Georgia Institute of Technology, *Discussant*

Submitted by Katherine Hamilton, klh365@psu.edu

215. Panel Discussion: 8:30 AM–9:50 AM
Franciscan B

Mentoring Gone Awry–When a "Good Thing" Goes Wrong

Although mentoring can be beneficial, it can also have a downside. Perceived favoritism, problems with virtual interactions, and suppression of individuality can hinder mentoring's beneficial outcomes. This session will engage prominent scholars and audience members in an interactive discussion of the ways in which mentoring can go wrong.

Michelle M. Fleig-Palmer, University of Nebraska-Lincoln, *Chair*
Lillian T. Eby, University of Georgia, *Chair*
Talya N. Bauer, Portland State University, *Panelist*
Robert C. Liden, University of Illinois at Chicago, *Panelist*
Dennis Moberg, Santa Clara University, *Panelist*
Belle Rose Ragins, University of Wisconsin-Milwaukee, *Panelist*

Submitted by Michelle Fleig-Palmer, mfp@bigred.unl.edu

216. Panel Discussion: 8:30 AM–9:50 AM
Franciscan C

Personnel Selection for High-Risk Occupations: Our Current State

Personnel selection is becoming increasingly important as today's world of work becomes more complex, dynamic, and dangerous. This panel discussion seeks the expert opinion of researchers regarding the current state of selection for high-risk occupations and to identify novel approaches being developed and evaluated by I-O professionals.

Lycia A. Carter, Metropolitan Police Department, *Chair*
Dwayne G. Norris, American Institutes for Research, *Panelist*
Mark A. Wilson, North Carolina State University, *Panelist*
Lee Ann D. Wadsworth, Job Performance Systems, Inc., *Panelist*
Kelley J. Krokos, American Institutes for Research, *Panelist*

Submitted by Kelley Krokos, kkrokos@air.org

217. Special Events: 8:30 AM–9:50 AM
Grand Ballroom A

📖 A Special Debate on the State of I-O Training

Using a debate format, this session will highlight opposing views on the health of I-O graduate education, alignment between education and practice, balance between practice and theory, scientist–practitioner collaboration, and the emergence of cross-disciplinary training. This session will bring to light concerns for frank evaluation, deliberation, and discussion.

John C. Scott, Applied Psychological Techniques, *Chair*
Frank J. Landy, Landy Litigation Support Group, *Presenter*
James L. Outtz, Outtz and Associates, *Presenter*
Nancy T. Tippins, Valtera, *Presenter*
Frank L. Schmidt, University of Iowa, *Presenter*
Angelo S. DeNisi, Tulane University, *Presenter*
Ann Marie Ryan, Michigan State University, *Presenter*

218. Symposium/Forum: 8:30 AM–9:50 AM
Imperial A

Assessment Best Practices, Challenges, and Considerations in the Sales Industry

Due to the fact that the nature of sales jobs are shifting from product-based to solution-based selling, this session will address the challenges, best practices, and various considerations involving the application of assessment technology to the changing nature of sales.

Lilly Lin, DDI, *Chair*
Lisa Malley, DDI, *Chair*
Jay Janovics, PreVisor, Richard A. McLellan, Previsor, *Cognitive Ability Measures as Predictors of Sales Performance*
Lizzette Lima, Development Dimensions International, *Utilizing Phone Interviews to Assess for "Consultative" Pharmaceutical Sales Representatives*
Lisa Malley, Development Dimensions International, *Creating a Customized Sales Assessment to Ensure Strategic Organization Alignment*
Lilly Lin, Development Dimensions International, Sarah C. Evans, University of Georgia, Cheryl Goodman, National City, *Hiring Manager Reactions and Buy-In to Sales Screening Tools*

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

219. Symposium/Forum: 8:30 AM–9:50 AM
Yosemite A

Cultivating Global Leaders: Selection, Development, and Preventing Derailment

In building their executive bench, organizations seek future leaders with global leadership capabilities. This symposium focuses on the organizational challenges and successes in selecting, developing, and supporting current and future global leaders. Presentations include a mix of theory, empirical findings, and case studies and represent organizations from several global regions.

Juleen Veneziano, RHR International, *Chair*
Lily Li, University College Dublin, Ireland, William H. Mobley, China Europe International Business School, Aidan Kelly, University College Dublin, Ireland, *What Makes Global Executives Culturally Intelligent?*
William H. Mobley, China Europe International Business School, *Derailment of Executives in Asia Pacific*
Juleen Veneziano, RHR International, Patricia Weik, RHR International, *Developmental Assignments for High Potentials: Balancing Risk and Growth Potential*
Melissa K. Hungerford, The Coca-Cola Company , *Developing Emerging Leaders at The Coca-Cola Company*
Morgan W. McCall, University of Southern California, *Discussant*

Submitted by Juleen Veneziano, jveneziano@rhrinternational.com

220. Symposium/Forum: 8:30 AM–9:50 AM
Yosemite C

New Research on Age Stereotypes From the U.S. and EU

These studies examine the issue of age stereotypes in the workplace in samples from Italy, France, and the U.S. Specific topics include how stereotyping may affect opportunities of older workers, the perceived fairness of age stereotyping, and the types of stereotypes faced by older versus younger workers.

Marilena Bertolino, University of Trento, *Chair*
Donald M. Truxillo, Portland State University, *Chair*
Dirk D. Steiner, Université de Nice-Sophia Antipolis, Mathijs Affourtit, Utrecht University, *Success Across the Working-Life Span: What Is and Should Be*
Elizabeth A. McCune, Portland State University, Donald M. Truxillo, Portland State University, *Perceived Age Differences in Personality and Cognitive Ability*
Marilena Bertolino, University of Trento, Franco Fraccaroli, University of Trento, *Access to Training: Older and Younger Workers' Perspectives*
Lisa Finkelstein, Northern Illinois University, *Discussant*

Submitted by Marilena Bertolino, marilena.bertolino@form.unitn.it

221. Special Events: 9:00 AM–9:50 AM
Continental 3

Distinguished Professional Contributions Award Winner: Organizational Culture Change is Not About Changing People's Mental Sets

Initiation of organization change begins with a vision of the future, a cognitive process. But we should not assume that this thought process will then generate the necessary action for change particularly with respect to culture change. Begin with but do not concentrate on vision. It's behavior change that is required.

Cheri Ostroff, University of Maryland, *Chair*
W. Warner Burke, Teachers College, Columbia University, *Presenter*

222. Interactive Posters: 9:00 AM–9:50 AM
Executive Board Room

Appearances Do Matter After All

222-1 The Effect of Gender, Objective and Perceived Body Weight on Absenteeism

This study examined the combined effect of objective body weight, perceived self body weight, and gender on illness-related absenteeism. The objective body weight was positively related to illness-related absenteeism for female employees only when they perceived themselves as overweight. However, the weight–absenteeism relationship was not significant for male employees.

Catherine Lam, The Hong Kong Polytechnic University
Xu Huang, The Hong Kong Polytechnic University
Warren Chiu, The Hong Kong Polytechnic University

Submitted by Catheirne Lam, lam.cat@polyu.edu.hk

222-2 Whiteness of a Name: When "White" is the Baseline

Critical race theory discusses how individuals use White baselines when making comparisons. Results from 2 studies suggest that common names are perceived to be White, and to be more American than African-American, Russian, or unusual names. Common names also were given more positive attributes, including socioeconomic class.

John Cotton, Marquette University
Andrea Griffin, Marquete University
Bonnie O'Neill, Marquette University

Submitted by John Cotton, john.cotton@marquette.edu

222-3 Weight-Based Bias and Evaluative Workplace Outcomes: A Meta-Analysis

This paper presents a meta-analysis of studies that have examined how body weight affects various evaluative workplace outcomes. Results indicate that overweight individuals are denigrated in relation to nonoverweight individuals across a variety of evaluative workplace outcomes. Additionally, support was found for a newly proposed theory, the diminishing impact hypothesis.

Cort Rudolph, Wayne State University
Charles Wells, Wayne State University
Marcus Weller, Wayne State University
Boris Baltes, Wayne State University

Submitted by Cort Rudolph, Cort.Rudolph@Wayne.edu

222-4 Body Art in the Workplace: A Scenario-Based Experiment

Using group norms theory and the justification-suppression model of prejudice in a scenario-based experiment, the authors controlled for participants' tattoos and piercings, impression management, Openness to Experience, and Agreeableness and found that an inside sales job and independent rewards were related to work partner acceptability but that their interaction was not.

Brian Miller, Texas State University
Kay Nicols, Texas State University
Jack Eure, Texas State University

Submitted by Brian Miller, bkmiller@txstate.edu

223. Special Events: 9:00 AM–9:50 AM
Franciscan A

Frontier Series Learning, Training, and Development in Organizations

The purpose of this panel presentation is to present the new SIOP Frontier's book, *Learning, Training, and Development in Organizations.* Kozlowski and Salas will

introduce the book. Then, several chapter authors will highlight their contributions that summarize current theory and research, and pave the way for future research.

Steve W. J. Kozlowski, Michigan State University, ***Chair***
Eduardo Salas, University of Central Florida, ***Chair***
Robert D. Pritchard, University of Central Florida, ***Chair***
Margaret E. Beier, Rice University, ***Presenter***
Bradford S. Bell, Cornell University, ***Presenter***
Irwin L. Goldstein, University System of Maryland, ***Presenter***
Kurt Kraiger, Colorado State University, ***Presenter***
John E. Mathieu, Univ of Connecticut, ***Presenter***
Raymond A. Noe, Ohio State University, ***Presenter***
Paul W. Thayer, North Carolina State University, ***Presenter***

224. Poster Session: 9:00 AM–9:50 AM
Grand Ballroom B

Testing/Assessment

224-1 Which Golf Tournaments Are the Best Tests of Player Ability?

This paper examines the concept of golf tournament validity. Applying psychometric testing theory to golf tournaments, tournament results from the entire 2004 PGA season were examined. The study also measured the difficulty and discrimination of the tournaments, and explored the interaction between validity, difficulty, and discrimination.

Lance Andrews, Minnesota State University-Mankato
Daniel Sachau, Minnesota State University-Mankato

Submitted by Lance Andrews, lance.andrews@gmail.com

224-2 A Method Factor Predictor of Performance Ratings

A method factor estimated from a Big 5 questionnaire was positively correlated with supervisor ratings of performance. Validities of the Big 5 variables were negligible or negative in the context of the method factor. The possibility that the method factor represented impression management is discussed.

Michael Biderman, University of Tennessee-Chattanooga
Billy Mullins, Vikus Corporation
Nhung Nguyen, Towson University
Jason Luna, Vikus Corporation

Submitted by Michael Biderman, Michael-Biderman@utc.edu

224-3 Assessing Occupational Knowledge Using SJTs Derived From Job Analysis Questionnaires

Existing job analysis questionnaires were modified to create judgment tests to assess occupational competence. Results demonstrated acceptable reliability (up to .69) and validity against job knowledge (up to .32) and attrition (up to .28). This method may provide an inexpensive approach to create judgment tests and objectively assess occupational competence.

Peter Legree, U.S. Army Research Institute
Joseph Psotka, U.S. Army Research Institute
Tiffany Bludau, U.S. Army Research Institute/George Mason University
Dawn Gray, U.S. Army Research Institute/George Mason University

Submitted by Tiffany Bludau, tbludau@gmu.edu

224-4 Predictors of Maximum and Typical Performance and Intraindividual Performance Variability

The criterion-related validities of cognitive ability and personality were examined for maximum and typical academic performance. Furthermore, the use of within-person performance variation as a performance criterion was also examined. Results indicated that there was more variability in typical performance than maximum performance, but both indices represented stable individual differences.

Gary Burns, University of Wisconsin-Oshkosh
Bernard Kuechler, University of Wisconsin-Oshkosh

Submitted by Gary Burns, burnsg@uwosh.edu

224-5 Personality Test Administration Format: A Role in Socially Desirable Responding?

This study was designed to compare the susceptibility of Internet-based personality testing to socially desirable responding. Scales scores on a measure of the Big 5 across Internet and paper-and-pencil formats were compared using a repeated measures design.

Michael Christian, University of Arizona
Jessica Siegel, University of Arizona
Bryan Edwards, Auburn University
Travis Tubre', University of Wisconsin-River Falls

Submitted by Michael Christian, msc@email.arizona.edu

224-6 Item Desirability Instructions and Forced-Choice Personality Measure Development

Recent research suggests that forced-choice personality measures reduce the potential for applicant faking. This study examined the practical issue of whether different forced-choice measures result from different item desirability rating instructions. Results indicated that different instructions produced substantially different measures, indicating this may be an important issue in measure development.

Patrick Converse, Florida Institute of Technology
Erin Whitford, Florida Institute of Technology
Joshua Quist, Harrington & Associates, Inc.
Jaya Pathak, Florida Institute of Technology
Matthew Merbedone, Florida Institute of Technology
Tomer Gotlib, Florida Institute of Technology
Edward Kostic, Florida Institute of Technology

Submitted by Patrick Converse, pconvers@fit.edu

224-7 Simplifying Situational Judgment Test Construction: Methodology and Validation

Situational judgment tests are useful selection tools, but difficult and time-consuming to build (Motowidlo & Tippins, 1993). The current study substituted the traditional format of choosing amongst several response options with rating individual critical incidents for effectiveness. Preliminary evidence suggests validity for predicting work effort and overall performance.

Amy Crook, Rice University
Harrison Kell, Rice University
Bobby Naemi, Rice University
Stephan Motowidlo, Rice University

Submitted by Amy Crook, crook@rice.edu

224-8 Moderators of the Intelligence-Performance Relationship: Age and Experience

This study examined the interactive effects of age, experience, and fluid and crystallized intelligence on adaptive performance. Results from 197 SF NCOs showed that age and experience predicted adaptive performance. Fluid intelligence was a stronger predictor of adaptive performance for younger and less experienced soldiers.

Gonzalo Ferro, Personnel Decisions Research Institutes
Michael Ford, George Mason University
Meredith Cracraft, Personnel Decisions Research Institutes

Submitted by Gonzalo Ferro, gonzalo.ferro@pdri.com

224-9 Hybrid Scoring for Situational Judgment Tests Designed to Evaluate Training

This study details the creation of a hybrid scoring key for a situational judgment test and compares the hybrid key with 2 traditional scoring keys. Responses from a military training program are utilized to illustrate the distinctive effects of using different scoring approaches for training evaluation.

Rolanda,Findlay, Virginia Tech
Neil Hauenstein, Virginia Tech

Submitted by Rolanda Findlay, rfindlay@vt.edu

224-10 The Development and Investigation of an IAT for Workplace Integrity

The Implicit Association Test was used to develop an implicit measure of workplace integrity. The measure's reliability (internal consistency and temporal stability) and its relationships with theoretically relevant measures (both explicit and implicit) were examined. Results raise questions about the measure's reliability but provide some support for its construct validity.

Donald Fischer, Missouri State Univ
Jo Ann Bates, Missouri State University

Submitted by Donald Fischer,
    donaldfischer@missouristate.edu

224-11 Changing Gears: Modeling Gender Differences in Mechanical Comprehension Test Performance

A model of psychological antecedents hypothesized to predict gender differences in mechanical comprehension test performance was proposed and analyzed. Results revealed that mechanical self-efficacy was positively related to test performance. Additionally, self-efficacy

was predicted by one's mechanical background, which was meaningfully related to gender role identification.

James Grand, Michigan State University

Submitted by James Grand, grandjam@msu.edu

224-12 Proctored Versus Unproctored Online Personality Testing

This field study examined the difference between proctored and unproctored online test administrations of an ipsative personality questionnaire. An archival sample of 5,223 job applicants who applied for management positions was used. Results indicated negligible differences in scores of applicants who tested in proctored versus unproctored sessions.

Dipti Gupta, University of North Texas-Denton

Submitted by Dipti Gupta, dipti_gupta0512@yahoo.com

224-13 Two Validation Studies of a School Teacher Selection System

This poster describes the validity and fairness of an automated preemployment K–12 teacher selection instrument in a concurrent validity study and a predictive value-added measurement study. The instrument assesses the likelihood that a teacher will be a successful teacher, with "success" defined as increased student achievement.

Drozd Mutual of Omaha Insurance Company
Paul Kirk, St. Johns County Schools
Theodore Hayes, The Gallup Organization

Submitted by Theodore Hayes, ted_hayes@gallup.com

224-14 Empirical Review of Employment Interview Constructs

Empirical evidence for components in the Huffcutt, Van Iddekinge, and Roth (2007) model of interview constructs was reviewed. A notable finding was the number of constructs for which research is extremely limited or nonexistent. For constructs with more data, results suggest that structured interviews capture different constructs than unstructured interviews.

Allen Huffcutt, Bradley University
Chad Van Iddekinge, Florida State University
Philip Roth, Clemson University

Submitted by Allen Huffcutt, huffcutt@bumail.bradley.edu

224-15 Revisiting $P = f$ (A x M): The Roles of Tenure and Performance Domain

This study extends research suggesting that ability and Conscientiousness combine multiplicatively when tenure is high by examining facets of performance (task versus contextual). Results support a 3-way interaction for contextual performance, where ability and Conscientiousness are noncompensatory when tenure is high but compensatory when tenure is low.

Arwen Hunter, The George Washington University
Nicholas Vasilopoulos, The George Washington University
Nicholas Martin, Office of Personnel Management
Jeffrey Cucina, U.S. Customs and Border Protection

Submitted by Arwen Hunter, arwen@gwu.edu

224-16 The Nature of the Experience Tapped by Biographical Data Questions

This study explored the ability of biodata questions to tap 3 different aspects of a past experience: reaction to, exposure to, or outcome of that experience. Scales comprised of each of the question types showed good convergent and divergent validity. Predictive validity depended on the predictor and/or criterion assessed.

Jody Illies, Saint Cloud State University
Kevin Mlodzik, Saint Cloud State University

Submitted by Jody Illies, jjillies@stcloudstate.edu

224-17 Cognitive Predictors of Performance in an Applied Multitasking Environment

This study extends emerging research on predictors of job-related multitasking performance. Psychometric g and information processing measures were investigated as predictors of performance in an applied multitasking environment. Psychometric g and information processing explained unique variance in the multitasking criterion in a sample of 14,713 job candidates.

Ted Kinney, Select International
Matthew Reeder, Select International
Matthew O'Connell, Select International

Submitted by Ted Kinney, tkinney@selectintl.com

224-18 Aggregating Up To Dimension Scores in Assessment Centers

Dimension scoring in assessment centers has long been a topic of debate. Based on the literature, this study estimates the amount of dimension, exercise, and error variance in an overall assessment rating based on a range of realistic scenarios. Results support or detract from dimension scoring depending on circumstances.

Nathan Kuncel, University of Minnesota
Paul Sackett, University of Minnesota
Matthew Borneman, University of Minnesota

Submitted by Nathan Kuncel, kunce001@umn.edu

224-19 Communicating the Predictive Power of Selection and Admissions Measures

This paper demonstrates 3 alternative methods for presenting validation results that enhance their interpretability. Results based on the odds ratio, risk ratio, and percentage increase in successful decisions is demonstrated with validity data. These methods provide information in metrics that are accessible to the general public, policy makers, and other scientists.

Sara Cooper, University of Minnesota
Nathan Kuncel, University of Minnesota
Kara Siegert, Graduate Management Admission Council

Submitted by Nathan Kuncel, kunce001@umn.edu

224-20 Examining Alternate Scoring Formats of Situational Judgment Tests

Three situational judgment alternate scoring methodologies were compared in terms of validity and reliability. Although different scoring methods produced similar levels of validity, an ordinal scoring method produced slightly higher reliability than the other 2 approaches. Implications for future research are discussed.

Jeffrey Labrador, Kenexa
Jeff Weekley, Kenexa

Submitted by Jeffrey Labrador, jefflabrador@hotmail.com

224-21 Understanding Employment-Related Motivational Distortion Through Factor Analytic Techniques

An employment-related motivational distortion (EMD) scale was developed. Participants completed a personality inventory in a normal or cued-EMD condition. Scale items were selected based on mean-item differences while controlling for Type I error. A factor analysis of the items produced 4 common factors–Conscientiousness, Integrity/Rule Abiding, Dominance/Leadership, and Concern for Others.

Zehra LeRoy, University of British Columbia
A. Ralph Hakstian, University of British Columbia
Carrie Cuttler, University of British Columbia
Tenzin Gonsar, University of British Columbia
Lauren Florko, University of British Columbia
Loretta Siu, University of British Columbia

Submitted by Zehra LeRoy, zehra@psych.ubc.ca

224-22 An Investigation of Influence of Test-Taking Fatigue on SJTs

Fatigue effect in SJTs was investigated at the item-level with 2 test forms of the same items reversed ordered. Items toward the end of the test exhibited the greatest fatigue effect. Fatigue effect was operationalized by differences in item parameters of identical items placed differently in the forms.

Brian Marentette, California State University-Sacramento
Daniel Kuang, Biddle Consulting Group
Lawrence Meyers, California State University-Sacramento

Submitted by Brian Marentette, bjm34@saclink.csus.edu

224-23 An Examination of the Previsor Employment Inventory for Publication Bias

The technical manuals of the Employment Inventory, currently a product of Previsor, were examined for publication bias in its validity data. The results were consistent with the inference that lower magnitude validity coefficients were suppressed such that the validity data reported overestimates the typical validity.

Jeffrey Pollack, Virginia Comonwealth University
Michael McDaniel, Virginia Commonwealth University

Submitted by Jeffrey Pollack, pollackjm@vcu.edu

224-24 Snap Decisions in the Employment Interview

This paper examined the length of time that interviewers use to make their selection decisions. Results revealed that most interviewers took more than 5 minutes to make a decision and that the time to make a decision was a function of interview structure, content, and applicant behavior.

Patrick Raymark, Clemson University
Melinda Keith, Clemson University
Heather Odle-Dusseau, Clemson University
Gary Giumetti, Clemson University
Brandy Brown, Clemson University
Chad Van Iddekinge, Florida State University

Submitted by Patrick Raymark, praymar@clemson.edu

224-25 Observation of Performance: Implications for the Validity of Personality

In this predictive validation study, we examined the impact of raters' opportunity to observe on the relationship between personality and job performance among 92 employees in a financial services firm. Results indicated a strong pattern of increasingly positive validity as supervisors have more time to observe employees.

Sean Robson, Radford University
Joseph Abraham, A&M Psychometrics, LLC

Submitted by Sean Robson, smrobson@radford.edu

224-26 Examining the Effects of Stereotype Threat on Test-Taking Behaviors

An experimental study was used to examine the impact of stereotype threat on test-taking behaviors. Results indicate that stereotype threat had minimal impact on the time-related behaviors but did impact the management of that time and behaviors related to monitoring performance.

Victoria Blanshteyn, Baruch College, CUNY
Charles Scherbaum, Baruch College, CUNY
Elizabeth Marshall, Buck Consultants, an ACS Company
Elizabeth McCue, Baruch College, CUNY
Ross Strauss, Baruch College, CUNY

Submitted by Charles Scherbaum,
    charles_scherbaum@baruch.cuny.edu

224-27 Using a Difficulty-Anchored Rating Scale in Performing Angoff Ratings

Although the Angoff is a commonly used cut score method, critics argue it places too-high cognitive demands on raters. In this study, SMEs used a "difficulty-anchored" scale while making Angoff ratings. Results are discussed regarding Angoff reliability (.92) and validity (.65 to .84) in predicting actual item difficulty.

Calvin Hoffman, LA County Sheriff's Department
C. Chy Tashima, LA County Sheriff's Department

Submitted by C. Chy Tashima, chytashima@yahoo.com

224-28 What's in a Blank: A Test of Demographic Assumptions

The assumption that people who fail to report demographic characteristics (such as gender, race, and age) on a cognitive ability test are members of a disadvantaged group was explored. Results show support for the gender and age assumptions and partial support for race assumptions. Practical and theoretical implications are discussed.

Chloe Tatney, University of Texas-Arlington
Kevin Impelman, Batrus Hollweg International

Submitted by Chloe Tatney, ctatney@uta.edu

224-29 Using a Structured Letter of Reference to Predict Performance

Based on work showing that structuring interviews increases their criterion-related validity, we argued that adding structure to references should similarly improve their validity. We tested these predictions using a structured letter of reference. Results demonstrate structured letters of reference have higher reliability and criterion-related validity than unstructured references.

Ryan Zimmerman, Texas A&M University
Murray Barrick, Texas A&M University

Submitted by Maria Triana, mtriana@mays.tamu.edu

224-30 Do Respondents Perceive a Difference Between SJT Response Instructions?

The construct validity of an SJT was examined under 2 separate keying strategies and 2 different response instructions. The first study established the criterion-related validity of the SJT for sales performance, and the second study further examined construct validity and attributions participants made about why they selected a particular response.

Mark Wolf, Georgia Institute of Technology
Richard McLellan, Previsor

Submitted by Mark Wolf, yeswin1@aol.com

224-31 Does Faking Affect Personality Measures' Factor Structure: An Empirical Investigation

This study examines whether faking affects the factor structure of personality measures. Participants were 4,645 Chinese first-year undergraduate and graduate students who completed the Chinese 16 PF as part of a mandatory psychological assessment. Results showed faking had little influence on the factor structure of the Chinese 16 PF.

Jinyan Fan, Hofstra University
Corbin Wong, Hofstra University

Submitted by Corbin Wong, corbin.wong@psualum.com

224-32 Extraversion as a Predictor of Procedural Justice Perceptions

This study investigated Extraversion as a predictor of procedural justice perceptions. Perceptions of a personality test, an assessment interview, a cognitive test, and the process as a whole were measured immediately after testing and again after the selection process outcome was known.

Kimberly Wrenn, PreVisor
Todd Maurer, Georgia State University

Submitted by Kimberly Wrenn, kwrenn@previsor.com

225. Master Tutorial: 10:30 AM–11:50 AM
Continental 1
One and one-half (1½) CE credits for attending! Register at the session.

A Comparison of Fixed-, Random-, and Mixed-Effects Models in Meta-Analysis
The purpose of this tutorial is to describe and contrast the meta-analytic fixed-, random-, and mixed-effects models in terms of their assumptions, the types of inferences (i.e., levels of generalization) that these different models allow, and the parameters that are being estimated when using such models.

Wolfgang Viechtbauer, University of Maastricht, *Presenter*

Submitted by Scott Bedwell, seb@ipat.com

226. Symposium/Forum: 10:30 AM–11:50 AM
Continental 2

Safety in Organizations: Moderators and Mediators of Safety Climate
A cutting-edge and timely symposium examines the boundary conditions as well as potential explanatory mechanisms surrounding relationships between safety climate (employee perceptions of the policies, practices, and procedures concerning safety) and safety-related behaviors. Additional variables of interest include underreporting, Conscientiousness, leadership, and timing of study design.

Stephanie C. Payne, Texas A&M University, *Chair*
Jennifer Rodriguez, Texas A&M University, *Chair*
Tahira M. Probst, Washington State University-Vancouver, Armando X. Estrada, University of Texas-El Paso, *Accident Underreporting: The Moderating Effect of Organizational Safety Climate*
Gary S. Nickell, Minnesota State University-Moorhead, Verlin B. Hinsz, North Dakota State University, *Conscientiousness Moderates the Relationship of an Organizational Climate of Food*
Mark Griffin, University of Sheffield, *Leadership, Safety Climate, and Safety Behavior: Multilevel Mediation and Moderation*
Mindy E. Bergman, Texas A&M University, Stephanie C. Payne, Texas A&M University, Jennifer Rodriguez, Texas A&M University, Jeremy Beus, Texas A&M University, Jaime B. Henning, Eastern Kentucky University, *Leading and Lagging: The Safety Climate–Unsafe Events Relationship*
Andrew Neal, The University of Queensland, *Discussant*

Submitted by Jennifer Rodriguez, jrodriguez@tamu.edu

227. Special Events: 10:30 AM–11:20 AM
Continental 3

M. Scott Myer Award for Applied Research in the Workplace: TeamSTEPPS™: Team Strategies and Tools to Enhance Performance and Patient Safety
TeamSTEPPS™ is a multiyear research and development project aimed at improving the quality of medical care and reducing medical error by leveraging lessons learned from research on teams, team performance, and the science of learning. The theoretical underpinnings, supporting research, courseware, and future directions of TeamSTEPPS™ will be described.

David P. Baker, American Institutes for Research, *Chair*
Eduardo Salas, University of Central Florida, *Presenter*
Alexander Alonso, American Institutes for Research, *Presenter*
Rachel Day, American Institutes for Research, *Presenter*
Amy K. Holtzman, American Institutes for Research, *Presenter*
Laura A. Steighner, American Institutes for Research, *Presenter*
Catherine Porter, American Institute for Research, *Presenter*
Heidi King, Department of Defense, *Presenter*
James Battles, Agency for Healthcare Research and Quality, *Presenter*
Paul Barach, M.D. University of Miami, *Presenter*

228. Symposium/Forum: 10:30 AM–12:20 PM
Continental 4

Critical and Emerging Topics in the Study of Leadership
This session will examine topics critical to the investigation of leadership: (a) multilevel issues, (b) complexity, (c) leadership and teams, and (d) leader errors. Brief presentations will be given by leading area scholars, followed by a discussant commentary. An audience question-and-answer session will follow.

Sam T. Hunter, Pennsylvania State University, *Chair*
Katrina E. Bedell Avers, University of Oklahoma, *Chair*

Fred E. Dansereau, SUNY-Buffalo, Francis J. Yammarino, Binghamton University, *Multilevel Issues in Leadership*

Mary Uhl-Bien, University of Nebraska-Lincoln, Russ Marion, Clemson, *Complexity Leadership: A New Paradigm for Leadership Theory*

David V. Day, Singapore Management University, *Leadership and Teams*

Katrina E. Bedell Avers, University of Oklahoma, Sam T. Hunter, Pennsylvania State University, Tamara Friedrich, University of Oklahoma, *The "Dark" Side of Leadership: An Examination of Leader Errors*

Michael D. Mumford, University of Oklahoma, *Discussant*

Submitted by Samuel Hunter, samhunter@psu.edu

229. Panel Discussion: 10:30 AM–12:20 PM
Continental 5

Assessment Center Validity: Where Do We Go From Here?

Despite the benefits associated with assessment centers, research has consistently pointed to their weak construct validity. Has AC construct validity research reached the point of diminishing returns? This panel session focuses on where the field is today and attempts to draw conclusions about where the field should go tomorrow.

Brian J. Hoffman, University of Georgia, *Chair*
Winfred Arthur, Jr., Texas A&M University, *Panelist*
Charles E. Lance, University of Georgia, *Panelist*
Filip Lievens, Ghent University, *Panelist*
Craig J. Russell, University of Oklahoma, *Panelist*
David J. Woehr, University of Tennessee, *Panelist*

Submitted by Brian Hoffman, hoffmanb@uga.edu

230. Symposium/Forum: 10:30 AM–11:50 AM
Continental 6

The Role of Unstructured Information in the Employment Interview

We know interviewer hiring decisions are influenced by structured information. What is unknown is how much influence information peripheral to a structured interview (e.g., appearance, first impressions, impression management) has. Presenters discuss relationships between antecedents and consequences of peripheral information, interviewer attributes, and interview outcomes.

Murray R. Barrick, Texas A&M University, *Chair*
Murray R. Barrick, Texas A&M University, Jonathan Shaffer, University of Iowa, Sandra W. DeGrassi, Texas A&M University, *The Relationship Between Peripheral Information and the Interview: Meta-Analysis*

Tamara Giluk, University of Iowa, Greg L. Stewart, University of Iowa, Jonathan Shaffer, University of Iowa, *Interviewer Decision Making: The Role of Judgments During Rapport Building*

Julie M. McCarthy, University of Toronto, Alan M. Saks, University of Toronto, *Rapport-Building in Interviews: Implications for Interviewee Anxiety and Performance*

Greg L. Stewart, University of Iowa, Susan Dustin, University of Iowa, Jonathan Shaffer, University of Iowa, Tamara Giluk, University of Iowa, *Antecedents to Rapport Building During the Employment Interview*

K. Michele Kacmar, University of Alabama, *Discussant*

Submitted by Murray Barrick, mbarrick@mays.tamu.edu

231. Symposium/Forum: 10:30 AM–11:50 AM
Continental 7

A Tale of Two Emotion Strategies: Surface and Deep Acting

Emotional labor research has focused on 2 types of emotion regulation: surface-level expression management and deep-level feeling management. Our 4 papers (a) explain previous mixed relationships by examining group-level display rules, LMX, and customer service orientation as moderators and (b) consider unique outcomes such as citizenship and objective turnover.

Alicia A. Grandey, Pennsylvania State University, *Chair*
James M. Diefendorff, University of Akron, *Chair*
James M. Diefendorff, University of Akron, Rebecca Erickson, University of Akron, Alicia A. Grandey, Pennsylvania State University, Jason Dahling, The College of New Jersey, *A Multilevel Analysis of Emotional Labor Among Nurses*

Joseph Allen, University of North Carolina Charlotte, S. Douglas Pugh, University of North Carolina-Charlotte, Alicia A. Grandey, Pennsylvania State University, Markus Groth, University of New South Wales, *Customer Orientation as Moderator of Display Rules and Surface Acting*

Jared Friesen, Ontario Public Service, Glenda M. Fisk, Queens University, *Emotion Regulation and LMX: Impact on Follower Attitudes and Citizenship*

Samantha Le Chau, Novo Nordisk, Inc., Paul E. Levy, University of Akron, James M. Diefendorff, University of Akron, *A Longitudinal Study of Emotional Labor and Turnover*

Submitted by Alicia Grandey, aag6@psu.edu

232. Symposium/Forum: 10:30 AM–11:50 AM
Continental 8

Write, for These Words Are True: Uncovering Complexity in I-O

The purpose of this symposium, as always, is to provide a forum for our best methodological researchers to describe their most recent efforts. In this, the 13th installment, our presenters will address issues relating to neural networks, effect size interpretation, propensity scoring, and error modeling.

José M. Cortina, George Mason University, *Chair*
Lisa M. Leslie, University of Maryland, Paul J. Hanges, University of Maryland, *Modeling Nonlinearity With Neural Networks and Moderated Regression*

José M. Cortina, George Mason University, Ronald S. Landis, University of Memphis, *When Small Effect Sizes Tell a Big Story*

Brian S. Connelly, University of Minnesota, Paul R. Sackett, University of Minnesota, Shonna D. Waters, University of Minnesota, *Reducing Bias Through Propensity Scoring: A Study of SAT Coaching*

Dan J. Putka, HumRRO, Michael Ingerick, HumRRO, Rodney A. McCloy, HumRRO, *Integrating Reliability and Validity-Based Perspectives on Error in Performance Ratings*
Lawrence R. James, Georgia Tech, *Discussant*

Submitted by Jose Cortina, jcortina@gmu.edu

233. Panel Discussion: 10:30 AM–11:50 AM Continental 9

Mid-Career Changes by I-O Psychologists: Reflections on Successful Transitions

This forum presents experiences and insights of 4 I-O psychologists who made successful midcareer transitions involving changes in work settings not just jobs. They discuss why they changed careers, what enabled them to do so, and how they overcame barriers. Ample time will be provided for audience interaction.

George P. Hollenbeck, Hollenbeck Associates, *Chair*
Kenneth Pearlman, Independent Consultant, *Panelist*
Mitchell L. Marks, San Francisco State University, *Panelist*
Allen I. Kraut, Baruch College/Kraut Associates, *Panelist*
Kenneth P. De Meuse, University of Wisconsin-Eau Claire, *Panelist*

Submitted by Mitchell Marks, marks@sfsu.edu

234. Interactive Posters: 10:30 AM–11:20 AM Executive Board Room

Stop Resisting Organizational Change: It Is Futile

234-1 Effects of Fit and Change Characteristics on Resistance to Change

This study integrates person–environment fit with the concept of organizational change by linking different types of fit with different types of organizational changes (fundamental and incremental change). Results show that individuals are more resistant to incremental change than fundamental change and that interactions exist between person–organization and needs–supplies fit.

Leslie Allison, Wayne State University
Marcus Dickson, Wayne State University

Submitted by Leslie Allison, lallison@wayne.edu

234-2 Understanding Resistance to Change: Considering Followers' Dispositions and Leadership Styles

Organizational change efforts often fail because of employee resistance. New research (Oreg, 2003) shows that resistance to change varies across individuals: Some people are more dispositionally change resistant than others. This field study explored how employees' disposition toward change and supervisors' leadership styles affect resistance to change.

Patrick Hyland, Teachers College, Columbia University

Submitted by Patrick Hyland, phyland@sirota.com

234-3 Resistance to Organizational Change: Toward a Multidimensional Conceptualization

Employee resistance to change is a phenomenon that has received much attention but that has rarely been studied empirically. Based on findings from 2 studies, the study provides an operational definition of the construct, identifies its dimensionality, and offers behavioral exemplars of different resistance to change types.

Lynne Satav, MICA Consulting Partners
Kate McInnis, The University of Western Ontario
John P. Meyer, The University of Western Ontario

Submitted by Kate McInnis, kmcinni3@uwo.ca

234-4 Employees' Psychological Reactions To Organizational Change

Employees involved in a change may experience a number of different psychological reactions. Investigating a merger, this study showed that employees' trust in management, change-related cynicism, perceived uncertainty, and perceived control fully mediated the effect of change communication on employees' resistance to the change.

Karen Van Dam, Tilburg University
Shaul Oreg, University of Haifa

Submitted by Karen Van Dam, K.vanDam@uvt.nl

235. Community of Interest: 10:30 AM–11:50 AM Franciscan A

Work–Family Interface
Cynthia A. Thompson, Baruch College, CUNY, *Host*
Debra A. Major, Old Dominion University, *Host*

236. Symposium/Forum: 10:30 AM–12:20 PM Franciscan B

Emotions and Leadership
Prior research on leadership has addressed cognitive schema, personality, behavior, and context. However, little research has been conducted regarding emotions in the leadership process. This symposium focuses on the connection between emotions and leadership effectiveness, regardless of whether these emotions are elicited by or exhibited by the leader.

Xiafang Chen, University of Maryland, *Chair*
Juliet Aiken, University of Maryland, *Chair*
Robert G. Lord, University of Akron, *Chair*
Robert G. Jones, Missouri State University, Thomas D. Kane, Missouri State University, Jared Russo, Accenture, Philip Walmsley, U.S. Office of Personnel Management, *Group Perceptions and Leader Reports: Emotive Displays and Group Effectiveness*
Vykinta Kligyte, University of Oklahoma, Shane Connelly, University of Oklahoma, Jason H. Hill, University of Oklahoma, *Influence of Leader Affective Displays on Subordinates' Integrity*
Alison O'Malley, University of Akron, Samantha A. Ritchie, University of Akron, Robert G. Lord, University of Akron,

Jane Brodie Gregory, University of Akron, Candice Young, University of Akron, *Embodied Emotional Processes and Leadership*

Herman Tse, The University of Newcastle, Xu Huang, The Hong Kong Polytechnic University, Neal M. Ashkanasy, University of Queensland, *Effects of Emotional Intelligence and LMX Quality on Job Attitudes*

Gerben van Kleef, University of Amsterdam, Astrid C. Homan, Universiteit Leiden, Bianca Beersma, University of Amsterdam, Daan van Knippenberg, Erasmus University Rotterdam, Barbara van Knippenberg, Free University Amsterdam, *Leader Emotional Displays and Team Performance: The Role of Agreeableness*

Joyce E. Bono, University of Minnesota, *Discussant*

Submitted by Juliet Aiken, jaiken@psyc.umd.edu

237. Panel Discussion: 10:30 AM–11:20 AM
Franciscan C

On-Boarding Processes for Transiting I-O's Into Corporate and Consulting Roles

Newly crowned I-O professionals enter the corporate and consulting world every quarter, often with little understanding of how to seamlessly transition into their new role and organizational culture. This panel discussion will provide the opportunity for discussants to describe the challenges and best practices associated with on-boarding and indoctrination processes.

Audrey M. Wallace, Hogan Assessment Systems, *Chair*
Ryan A. Ross, Hogan Assessment Systems, *Panelist*
Hillary Tuttle Ricardo, CPS Human Resource Services, *Panelist*
Lisa Kobe Cross, Taleo Corporation , *Panelist*
Beverly J. Maxwell, CITGO Petroleum Corporation, *Panelist*

Submitted by Audrey Wallace, awallace@hoganassessments.com

238. Special Events: 10:30 AM–12:20 PM
Grand Ballroom A

📖 Meeting Stakeholder Needs: Views From Industry, Consulting, and Academia

The goal of this session is to examine the extent to which I-O psychology graduate programs are meeting the needs of key stakeholders. Panelists from industry, consulting, and academia will discuss how well educational institutions are serving students, recent graduates, employers, the public, and the scientific community.

Dan Sachau, Minnesota State University at Mankato, *Chair*
Marcus W. Dickson, Wayne State University, *Presenter*
Paul R. Sackett, University of Minnesota, *Presenter*
Jeffrey J. McHenry, Microsoft Corporation, *Presenter*
Irwin L. Goldstein, University System of Maryland, *Presenter*
Robert F. Silzer, Human Resource Assessment & Development, *Presenter*
Derek R. Avery, University of Houston, *Presenter*

239. Poster Session: 10:30 AM–11:20 AM
Grand Ballroom B

Personality

239-1 Work Value Congruence of Protestant and Islamic Work Ethic

This paper introduces a theory of work value congruence of Protestant and Islamic work ethic and offers propositions regarding work ethic value congruence. Depending on the incongruity between the work ethic of the organization and workers, organizations are expected to have negative outcomes for job satisfaction, job commitment, and performance.

Sonia Ghumman, Michigan State University

Submitted by Sonia Ghumman, Ghummans@msu.edu

239-2 Individualism/Collectivism and the Relationship Between Facet Satisfaction and Commitment

This study examined the relationship between job facet satisfaction and commitment in a multinational company across a sample of 7 nations. Specifically, the study focused on the moderating role of individualism and collectivism.

Brandon Roberts, San Diego State University
Jordan Willoughby, San Diego State University
Keith Hattrup, San Diego State University
Karsten Mueller, University of Mannheim

Submitted by Brandon Roberts, brandong.roberts@gmail.com

239-3 Validity of a Contextualized Conscientiousness Scale for PhD Candidate Performance

This study examined the criterion validity of a contextualized Conscientiousness scale developed specifically for the prediction of the performance of PhD candidates. This scale more strongly predicted relevant PhD performance criteria than global Big 5 measures did, which supports the development of customized tests.

René Butter, René Butter Psychologisch Advies
Marise Born, Erasmus University-Rotterdam

Submitted by Marise Born, born@fsw.eur.nl

239-4 Egoism, Sensation Seeking, and the HEXACO Model of Personality

Recent research has suggested that the optimal structure of personality is best represented by 6 instead of 5 independent personality dimensions. To operationalize these 6 dimensions, the HEXACO-PI has been constructed. In 2 studies, the relations between the HEXACO-PI and both egoism and sensation seeking are investigated.

Reinout E. de Vries, VU University Amsterdam
Kibeom Lee, University of Calgary
Michael Ashton, Brock University

Annebel de Hoogh, University of Amsterdam
Jan Feij, VU University Amsterdam

Submitted by Reinout de Vries, re.de.vries@psy.vu.nl

239-5 A Meta-Analysis of Causes and Consequences of Organization-Based Self-Esteem

This study used meta-analysis to examine the antecedents and consequences of organization based self-esteem (OBSE). In addition, regression analysis of meta-analytic data was used to examine whether OBSE explains additional variance in job satisfaction and job performance after general self-esteem was controlled.

Kevin Eschleman, Wright State University
Nathan Bowling, Wright State University
Qiang Wang, Wright State University

Submitted by Kevin Eschleman, eschleman.2@wright.edu

239-6 Core Self-Evaluations and Job Design as Determinants of Organization-Based Self-Esteem

This study explores whether (a) personality affects organization-based self-esteem (OBSE), and (b) job design affects OBSE. Perceived job complexity as a mediator of effects of personality on OBSE is examined. Results suggest that OBSE is a result of both personality and job design.

Donald Gardner, University of Colorado-Colorado Springs
Jon Pierce, University of Minnesota Duluth

Submitted by Donald Gardner, dgardner@uccs.edu

239-7 The Core Self-Evaluation Scale: Further Construct Validation Evidence

Two operationalizations of the core self-evaluation construct were examined. The 12-item measure (Judge et al., 2003) is better used in research when participant time is constrained, and a composite index is better when time is not a constraining factor in the data collection process.

Donald Gardner, University of Colorado-Colorado Springs
Jon Pierce, University of Minnesota Duluth

Submitted by Donald Gardner, dgardner@uccs.edu

239-8 Achievement Values and Academic Performance

This paper examines whether achievement values contribute incrementally to the prediction of performance beyond personality. In an academic setting, achievement values were related to achievement goals even after controlling for personality. Achievement goals and goal striving were related to exam grades in a college course.

Laura Parks, James Madison University
Russell Guay, University of Iowa

Submitted by Russell Guay, russell-guay@uiowa.edu

239-9 Conscientiousness-Cognitive Ability Relationships: Does the Number of Response Options Matter?

This study explored whether the relationship between Conscientiousness and cognitive ability measures administered in an applicant setting is moderated by the number of response options (2 vs. 5) on the Conscientiousness scale. As expected, the relationship between Conscientiousness and cognitive ability was significantly stronger when using a dichotomous response format.

Jennifer Harvel, The George Washington University
Nicholas Vasilopoulos, The George Washington University

Submitted by Jennifer Harvel, jlharvel@gmail.com

239-10 Does One Construct Fit All in Personality Testing?

The validity of personality scores in an applicant setting was investigated using a mixture modeling technique. The study examined whether applicant populations' personality item responses are indeed homogenous or if underlying subgroups of applicants respond to items differently. Multiple classes of applicants were identified with meaningful differences.

Andrew Jones, James Madison University
Abigail Lau, James Madison University

Submitted by Andrew Jones, jonesat@jmu.edu

239-11 Proactive Personality and Feedback Seeking

This study examined the linkage between proactive personality and feedback seeking and the moderating influence of supervisor feedbacks and organizational justice. The results from a sample of 139 newcomers revealed that the positive association between proactive personality and feedback seeking was facilitated by organizational justice and feedback from supervisors.

Tae-Yeol Kim, City University of Hong Kong
Jie Wang, City University of Hong Kong

Submitted by Tae-Yeol Kim, bestkty@cityu.edu.hk

239-12 Economic and Hypothetical Dictator Game: Effects at the Individual Level

Behavior in dictator game experiments played with actual money were compared to behavior in dictator games with hypothetical money. Average amounts transferred in the experiments are remarkably similar. Individual differences in real and hypothetical allocations in Agreeableness and Extraversion were uncovered—extraverts are "all talk"; agreeable subjects are "for real."

Avner Ben-Ner, University of Minnesota
Amit Kramer, University of Minnesota
Ori Levy, Coral Capital Management

Submitted by Amit Kramer, akramer@csom.umn.edu

239-13 Investigating Structure Level and Interview Validity in Assessing Big Five

This study investigated the validity of structured interviews designed to measure the Big 5 personality dimensions. The study also compared interview structured level (high vs. low) to determine the comparative validity of each approach. Interview ratings resulted in good patterns of convergent and discriminant validity for both methods.

Michael Whynott, University of Texas-San Antonio
Gregory Manley, University of Texas-San Antonio
Daniel Nguyen, University of Texas-San Antonio

Submitted by Gregory Manley, gregory.manley@utsa.edu

239-14 Work Ethic and Differential Item Functioning for Males and Females

This study examined the differential item and test functioning of the multidimensional work ethic profile (MWEP) for male and female respondents. Results indicated that the MWEP demonstrated measurement invariance across men and women. Additional analyses evaluated mean differences in responses by gender.

John Meriac, University of Tennessee
Taylor Poling, University of Tennessee
David Woehr, University of Tennessee

Submitted by John Meriac, jmeriac@utk.edu

239-15 Similarity of Personality Measures: A Bare-Bones Look at Nomological Nets

Meta-analyses have examined the link between personality and job criteria using a variety of studies, and personality measures that are assumed to be essentially the same. This study proposes 2 indicators of scale commensurability and uses meta-analysis to reveal the extent of similarity among some commonly used personality measures.

Victoria Pace, University of South Florida
Michael Brannick, University of South Florida

Submitted by Victoria Pace, vpace@fiu.edu

239-16 Personality and CWB: Narrowing the Profile of Deviant Employees

This study examined the interactive effects of Conscientiousness, Agreeableness, and Emotional Stability on the prediction of interpersonal deviance. As expected, results of analyses conducted on data collected from 239 workers indicated that interpersonal deviance was most common among high-Conscientious, low-Agreeable, low-Emotional Stability employees.

Lisa Penney, University of Houston

Submitted by Lisa Penney, lpenney@uh.edu

239-17 Personality Remix: Integrating Variable-Centered and Person-Centered Approaches to Personality

This study incorporates variable- and person-centered approaches to data analysis by exploring the existence of personality factorial profiles using mixture factor analysis (MFA). Using the Mini-IPIP, findings show that a 4-class MFA provides the best fit when compared to latent profile analyses (LPA) and a confirmatory factor analysis (CFA).

Reanna Poncheri, North Carolina State University/Surface, Ward, & Assoc.
Stephen Ward, North Carolina State University

Submitted by Reanna Poncheri, rmponche@ncsu.edu

239-18 Development of the WorkKeys Talent Assessment Scales and Indices

This paper describes the development and validation of a facet-level personality assessment designed for workplace applications. The first portion of the paper details development of the facet-level scales, whereas the second portion of the paper details the development of "compound" scales for predicting job criteria (e.g., teamwork).

In-Sue Oh, University of Iowa
Yonca Toker, Georgia Institute of Technology
Jennifer Ferreter, Baruch College, CUNY
Daniel Whitman, Florida International University
Tamera McKinniss, ACT, Inc.
Alex Casillas, ACT, Inc.
Steve Robbins, ACT, Inc.

Submitted by Bennett Postlethwaite, bennett-postlethwaite@uiowa.edu

239-19 Spontaneous Trait Inferences and Organizational Actions: Further Explicating Organizational Personality

In this paper 2 studies were conducted to examine a potential mechanism through which organizational personality trait inferences are initially formed. Results indicate that organizational personality traits are spontaneously inferred in a way tantamount to individual personality perceptions. Implications for future research and practice in this area are discussed.

Stephen Risavy, University of Guelph
Douglas Brown, University of Waterloo
Shawn Komar, University of Waterloo

Submitted by Stephen Risavy, srisavy@uoguelph.ca

239-20 Changing the Focus of Autonomy: The Role of Regulatory Focus

This study examines regulatory focus as a moderator of the autonomy–work outcomes relationship. Results supported regulatory focus as a moderator of important relationships. Specifically, promotion (prevention) individuals reported greater satisfaction when given high

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(low) autonomy, despite performing better and feeling more competent when given low (high) autonomy.

Samantha Ritchie, University of Akron
Aaron Schmidt, University of Akron

Submitted by Samantha Ritchie, sar23@uakron.edu

239-21 The Error Orientation Questionnaire: A Motivational Perspective on Validity

Further validation was performed on the Error Orientation Questionnaire (EOQ: Rybowiak, Garst, Frese, & Batinic, 1999) using a sample of 371 undergraduates. Results showed that error orientations were related to motivational traits and orientations but not always as expected. Discussion focuses on the best theoretical framework for error orientation.

Kraig Schell, Angelo State Univ
Jason Hernandez, Angelo State University
Michelle Rosebeary, Angelo State University

Submitted by Kraig Schell, kraig.schell@angelo.edu

239-22 Main and Interaction Effects of Personality and P–O Fit

Trait activation theory guides examination of value-based P–O fit as a moderator of personality–performance relations in 210 managers. Adjustment, ambition, sociability, prudence (curvilinearly), and P–O fit contribute directly to performance. Ambition and sociability predict better when P–O fit is high, suggesting P–O fit may be especially relevant to Extraversion.

Ho-Chul Shin, Hogan Assessment Systems/University of Tulsa
Robert Tett, University of Tulsa
Kurt Kraiger, Colorado State University

Submitted by Ho-Chul Shin, hshin@cju.ac.kr

239-23 IAT and Self-Report Trait Measures in a Selection Context

This study examined the construct and criterion validity of Implicit Association Tests (IAT) and self-report (SR) measures in honest ($n = 200$) and applicant ($n = 200$) conditions. Results indicate poor IAT–SR convergence, but IAT's showed promising discriminant and criterion validity.

Brian Siers, Central Michigan University
Neil Christiansen, Central Michigan University

Submitted by Brian Siers, briansiers@yahoo.com

239-24 Validity of Personality Trait Interactions for Predicting Managerial Job Performance

Research suggests that personality traits may interact in predicting performance in certain jobs. Interactions between Big 5 traits against managerial job performance ratings ($n = 680$) were examined. Results suggest that this technique is not as beneficial for predicting performance in managerial jobs as research suggests it is for other job types.

Amy Taylor, University of South Florida
Walter Borman, Personnel Decisions Research Institutes and University of South Florida

Submitted by Amy Taylor, Amtaylo3@mail.usf.edu

239-25 Correlates of Proactive Personality: A Meta-Analysis

Meta-analysis of Proactive Personality's (PAP's) correlates across 32 independent samples revealed meaningful links between PAP and overall performance ($\rho = .27$; $k = 15$; $N = 3306$), satisfaction ($\rho = .28$; $k = 10$; $N = 2329$), and other factors. Further moderator analyses and implications are discussed.

Jeffrey Thomas, Florida International University
Chockalingam Viswesvaran, Florida International University

Submitted by Jeffrey Thomas, jthom016@fiu.edu

239-26 Core Self-Evaluation in China: Predicting Job Satisfaction and Job Performance

This study used lagged design to examine core self-evaluation on job satisfaction and job performance in a sample of Chinese workers. Core self-evaluation was significantly related to job satisfaction and job performance even when Big 5 personalities were controlled. These results support the cross-cultural generalizability of the core self-evaluation construct.

Songqi Liu, Portland State University
Mo Wang, Portland State University
Ronald Piccolo, University of Central Florida
Yujie Zhan, Portland State University
Junqi Shi, Peking University

Submitted by Mo Wang, mw@pdx.edu

239-27 Personality and Performance in Web-Based Training

The authors explored the joint effects of Conscientiousness and Emotional Stability on speed and quality in a Web-based training course. The high Conscientiousness workers were faster and produced higher quality than the low Conscientiousness workers. However, among the low Conscientiousness workers, the emotionally unstable workers were better performers than the emotionally stable workers.

Sara Perry, University of Houston
Emily Hunter, University of Houston
L. Witt, University of Houston
Emily David, University of Houston

Submitted by L. Witt, witt@uh.edu

239-28 Influences of Cognitive Abilities on the Effectiveness of Faking Traits

When instructed to produce a favorable trait profile for the job of correctional officer, incumbents high in communication ability were more effective than those lower in com-

munication ability. Findings provided partial support for the notion that cognitive abilities specific to job-relevant personality traits may influence one's capability to fake well.

Gunna (Janet) Yun, University of Baltimore
Thomas Mitchell, University of Baltimore
Michael Walk, University of Baltimore

Submitted by Gunna (Janet) Yun, gyun@ubalt.edu

239-29 Relationships Between Perceived HR Practices, Person–Environment Fit, and Employee Outcomes

This study examines the role of person–organization (P–O) fit and person–job (P–J) fit in the relationship between employee perceptions of HR practices and employee attitudes and behaviors. Evidence is found for direct relationships as well as for a mediating and moderating role of P–O and P–J fit.

Corine Boon, Erasmus University Rotterdam
Deanne Den Hartog, University of Amsterdam
Paul Boselie, University of Tilburg
Jaap Paauwe, University of Tilburg

Submitted by Corine Boon, cboon@few.eur.nl

239-30 Personality Differences Across Ethnic Subgroups Among Applicants to Unskilled Roles

Personality traits scores of UK applicants ($n = 46,196$) to unskilled job roles were compared across ethnic groups. The traits of drive, positivity, and sociability favored minority groups with small to moderate effect sizes. However, there were moderate differences favoring the majority group on openness to change.

Mark Abrahams, Kenexa
Sean Keeley, Kenexa

Submitted by Sean Keeley, sean.keeley@kenexa.com

240. Panel Discussion: 10:30 AM–11:50 AM
Imperial A

Onboarding New Executives: Rationale, Current Practices, and Trends

In a context of high turnover and recruiting costs, many organizations are implementing formal onboarding processes to help integrate new executives faster and increase retention. This panel discussion provides an overview of current onboarding approaches. Topics include rationale for onboarding efforts, challenges and pitfalls, stakeholders and processes, and effectiveness metrics.

Michel A. Buffet, Oliver Wyman, *Chair*
Tracy Catanzariti, Bank of America, *Panelist*
Robin R. Cohen, Bristol-Myers Squibb, *Panelist*
Tammy J. Winnie, Kellogg Company, *Panelist*

Submitted by Michel Buffet, michel.buffet@oliverwyman.com

241. Symposium/Forum: 10:30 AM–11:50 AM
Imperial B

Advances in Regulatory Focus Research

Effective leadership acts on follower motivational processes to increase performance. Four papers are presented that expand our understanding of the impact of leadership behavior or goal orientation on follower motivation and performance. In addition, the papers describe conditions in which identical leader behaviors will be differentially effective depending on follower disposition.

Paul D. Johnson, Oklahoma State University, *Chair*
J. Craig Wallace, Oklahoma State University, *Chair*
Jill W. Paine, Teachers College Columbia University, *Leader Influence on Follower Engagement During Revolutionary Change*
Jacqueline K. Mitchelson, Auburn University, Marcus W. Dickson, Wayne State University, *Follower Persuasion and Motivational Responses to Leader Communications*
Amanda C. Shull, Columbia University, J. Craig Wallace, Oklahoma State University, *Mediating Effects of Regulatory Focus on Goal Orientation Performance Relationships*
Paul D. Johnson, Oklahoma State University, J. Craig Wallace, Oklahoma State University, Laura Little, Oklahoma State University, Debra L. Nelson, Oklahoma State University, *Leader/Follower Motivation and Performance: Regulatory Focus as a Critical Link*
Lois E. Tetrick, George Mason University, *Discussant*

Submitted by Paul Johnson, pauldj@okstate.edu

242. Symposium/Forum: 10:30 AM–11:50 AM
Yosemite A

Forging the Leader's Character

This symposium will consist of 4 presentations all focusing on character development among leaders. Discussions will center on specific ways to aid in the development of character in leaders, on the development of courage in emerging leaders, and on the impact of culture on values and character development.

Kathleen M. Campbell, U.S. Military Academy, *Chair*
Donald J. Campbell, U.S. Military Academy, Kathleen M. Campbell, U.S. Military Academy, *Impact of Culture on Leaders Idealized Values*
Sean T. Hannah, United States Military Academy, John Eggers, National Institute of Corrections, *Leader Identity and Character Development*
Patrick Sweeney, United States Military Academy, Michael Matthews, United States Military Academy, Sean T. Hannah, United States Military Academy, Donna Brazil, United States Military Academy, Chris Peterson, University of Michigan, Nanook Park, University of Rhode Island, *Head, Heart, or Gut*
Paul Lester, United States Military Academy, Sean T. Hannah, United States Military Academy, Bruce J. Avolio, University of Nebraska, *Development and Assessment of Courage*

Submitted by Kathleen Campbell, LK6954@usma.edu

243. Symposium/Forum: 10:30 AM–11:50 AM Yosemite B

Ensuring Global Validity of Employee Opinion Surveys

Research on the measurement equivalence of employee opinion surveys has not kept pace with increased globalization, even though measurement issues could lead to erroneous conclusions and inappropriate actions. This symposium presents 3 practitioner papers addressing measurement equivalence issues faced by HR departments in global companies.

Jennifer D. Kaufman, Dell Inc., *Chair*
Alan D. Mead, Illinois Institute of Technology, *Chair*
Paul M. Mastrangelo, Genesee Survey Services, Inc., *Why Japan's Employee Survey Scores Are Lower Than Global Averages*
Alexis A. Fink, Microsoft Corporation, *Approach to Global Trends at Microsoft*
John O. DeVille, Dell Inc., Alan D. Mead, Illinois Institute of Technology, Jennifer D. Kaufman, Dell Inc., *Evaluating the Equivalence of Dell's Employee Survey Across Countries/Languages*
Adam W. Meade, North Carolina State University, *Discussant*

Submitted by John DeVille, john_deville@dell.com

244. Symposium/Forum: 10:30 AM–11:50 AM Yosemite C

Validity/Practical Implications for Call Center Agent Job Simulations

This symposium presents the results of criterion-related validity studies conducted across a variety of call centers by multiple test providers and hiring organizations. These studies examine the validity and impact on turnover and performance associated with using simulations for hiring. A meta-analysis will also be presented.

Eugene Stone-Romero, Faculty, *Chair*
Wayne A. Burroughs, Employment Technologies Corporation, MaryAnn Bucklan, Employment Technologies Corporation, Steven E. Fehr, Employment Technologies Corporation, Joe LaTorre, Employment Technologies Corporation, *Simulation for Selection: Impact on Agent Performance and Retention*
John H. Golden, Bank of America, Daniel Fontaine, Bank of America, Joe LaTorre, Employment Technologies Corporation, *Driving the Success and Impact of a Call Center Simulation*
Chad Thompson, Aon Consulting, Daniel P. Russell, Aon Consulting, *Call Center Selection: The Benefits of a Role-Based Simulation*
Frank J. Landy, Landy Litigation Support Group, *Meta-Analysis of Call Center Simulation Validity*

Submitted by Steven Fehr, Steve.F@ETC-EASy.com

245. Special Events: 11:30 AM–12:20 PM Continental 3

Distinguished Scientific Contributions Award Winner: Work Motivation: Use-Inspired Research and Science-Based Practice

The confluence of science and organizational concerns have spurred new contextualized, dynamic, and person-centric approaches to work motivation. Examples of developments in the areas of workforce aging, job search, and work-role transition are discussed, along with their potential for integrating research and practice.

Dov Eden, Tel Aviv University, *Chair*
Ruth Kanfer, Georgia Institute of Technology, *Presenter*

246. Interactive Posters: 11:30 AM–12:20 PM Executive Board Room

Defining Leadership: Bring Wimpy Back

246-1 Leadership Competencies Across Position Levels: Test of the Pipeline Model

This study investigated how competency profiles change across position levels. It was hypothesized that leadership competencies increasingly differ as the hierarchical distance between 2 positions increases. Data were collected from 2 sources: 360° feedback and subject matter expert ratings. Interposition correlations supported the pipeline model of leadership development.

Guangrong Dai, Lominger International: A Korn/Ferry Co.
King Yii (Lulu) Tang, Lominger International: A Korn/Ferry Co.
Kenneth De Meuse, Lominger International: A Korn/Ferry Co.

Submitted by Kenneth De Meuse, kend@lominger.com

246-2 Leadership Competencies: What Has Changed Since 9/11?

This paper gives information about the leadership competencies managers believe are needed to be successful in organizations. Findings reveal some differences in competency importance based on managerial level and organization type. In addition, this paper examines whether the importance of competencies changed, coinciding with events of 9/11.

Taylor Sparks, University of Georgia
William Gentry, Center for Creative Leadership

Submitted by Taylor Sparks, sparks.taylor@gmail.com

246-3 Political Skill as an Indicator of Managerial Success

The understanding of how political skill as an individual difference variable influences various job and leadership outcomes is increasing in the literature. Grounded in upward mobility theory, results of this study revealed that political skill was positively related to managerial success and was mediated by leadership competency.

William Gentry, Center for Creative Leadership
David Gilmore, University of North Carolina-Charlotte
Marissa Shuffler, University of North Carolina-Charlotte
Jean Leslie, Center for Creative Leadership

Submitted by William Gentry, gentryb@leaders.ccl.org

246-4 The Development of a Taxonomy of Ineffective Leadership Behaviors

The purpose of this study was to examine the full range of ineffective leadership behavior. Using critical incidents methodology, we identified 9 categories of ineffective leadership behavior. Despite the prevalence of stereotypes on gender differences in leadership, our results suggest that men and women are more similar than different.

Winny Shen, University of Minnesota
Stacy Eitel, University of Minnesota
Rena Rasch, University of Minnesota
Joyce Bono, University of Minnesota

Submitted by Winny Shen, shenx094@umn.edu

247. Panel Discussion: 11:30 AM–12:20 PM
Franciscan C

Juggling Act! Competing Demands in Applied I-O
Applied practitioners face a host of challenges in implementing "best practices" in organizations. These challenges come from the many different demands that practitioners face and don't always have clear solutions. In this session, practitioners from different practice areas will discuss common challenges and how they have addressed these competing pressures.

Jarrett H. Shalhoop, Hogan Assessment Systems, *Chair*
Jamie L. Bomer, Hogan Assessment Systems, *Chair*
Eric E. Brasher, United Airlines, *Panelist*
Richard T. Cober, Marriott International, *Panelist*
Mark H. Strong, Jeanneret & Associates, Inc., *Panelist*
Courtney L. Holladay, University of Texas, M.D. Anderson
    Cancer Center, *Panelist*

Submitted by Jarrett Shalhoop,
    jshalhoop@hoganassessments.com

248. Poster Session: 11:30 AM–12:20 PM
Grand Ballroom B

Personality/Testing/Assessment

248-1 The Impacts of OCBs on In-Role Performances in Teams

This study examined the differential effects of a team member's OCBI/OCBO on self-efficacy and supervisory liking, and ultimately in-role job performances (objective and subjective) as a function of team cohesiveness. The data involving 587 individuals of 78 teams were collected in 3 waves of 6 months and from 4 sources.

Dong Liu, University of Washington at Seattle

Submitted by Dong Liu, dongliu@u.washington.edu

248-2 Personality Correlates of Impression Management Tactic Use

This paper investigated the personality correlates of impression management tactics in the workplace. Using the HEXACO model of personality in a working student sample, it was found that the dimensions of (low) Honesty-Humility, Extraversion, and Emotionality correlated with self-reported use of impression management tactics, particularly self-promotion, ingratiation, and intimidation .

Joshua Bourdage, University of Calgary
Kibeom Lee, University of Calgary
Michael Ashton, Brock University

Submitted by Joshua Bourdage, jbordage@ucalgary.ca

248-3 Effects of High Self-Esteem and Empathy on Forgiveness

This study examines the relationship between self-esteem and forgiveness and the mediating effects of empathy on forgiveness. The results reveal that individuals with high self-esteem are less empathic and have fewer forgiveness cognitions, thus providing support for empathy as a partial mediator of self-esteem on the forgiveness process.

Susie Cox, Lousiana Tech University
Rebecca Bennett, Louisiana Tech University
Laura Marler, Louisiana Tech University

Submitted by Susie Cox, ssc012@latech.edu

248-4 Enhancing the Role of Extraversion for Work-Related Behaviors

This meta-analysis provides an empirically based conceptualization of the convergent validity of Extraversion to strengthen its use as an explanatory and predictive variable. Extraversion's association with work-related variables such as leadership, satisfaction, and performance is stronger than previously reported because different Extraversion measures capture unique portions of the trait's variance.

Stacy Davies, University of Minnesota
Brian Connelly, University of Minnesota
Deniz Ones, University of Minnesota

Submitted by Stacy Davies, stacyio@hotmail.com

248-5 The Predictive Validity of Personality: New Methods Produce New Results

A new method that aligns individual personality scales and specific areas of job performance, and then combines scores across critical job areas to create a measure of overall job fit, is presented. Results show an increase in predictive validity and no adverse impact.

Craig Johnson, Hogan Assessment Systems
Jeff Foster, Hogan Assessment Systems
Blaine Gaddis, Hogan Assessment Systems

Submitted by Jeff Foster, jfoster@hoganassessments.com

248-6 When Getting Ahead Means Getting Along

The effects of both identity and reputation on multiple indices of status attainment are tested longitudinally. Although previous research had indicated that agentic traits were most predictive of status attainment, this research found evidence that both culture and reputation play important roles in the status attainment process.

P. D. Harms, Gallup Leadership Institute, University of Nebraska
Atsushi Oshio, Chubu University

Submitted by P. D. Harms, pdharms2@unl.edu

248-7 Personality Architecture: Applying a Social-Cognitive Model to the Work Context

This study applies Cervone's (2004) knowledge-and-appraisal (KAPA) model of personality to the work context. Findings were discussed in relation to social-cognitive personality models and whether using idiographic methods is necessary. By using this approach, researchers can gain a better understanding of how personality functions in the specific context of work.

Rebecca Hoffner, Virginia Tech
Neil Hauenstein, Virginia Tech

Submitted by Rebecca Hoffner, hoffner@vt.edu

248-8 Increasing the Utility of Personality Variables by Capturing Nonlinear Effects

This study investigated whether facets of Extraversion shared a nonlinear relationship with performance among hourly and management restaurant workers. Results did not support any nonlinear relationships; however, a process that identified optimal levels of each facet for performance resulted in substantial gains in their validity.

Kevin Impelman, Batrus Hollweg International
Michael Beyerlein, Center for Study of Work Teams
Chloe Tatney, University of Texas-Arlington
Heather Graham, Batrus Hollweg International.

Submitted by Kevin Impelman, kimpelman@yahoo.com

248-9 Situational Content Moderates the Association Between Personality and Behavioral Effectiveness

This investigation examined interactions between situational content and personality expressions. Critical incidents for 2 jobs were sorted into interpersonal and task situations. Situational content moderated the link between traits and behavioral effectiveness: Agreeableness was more effective in interpersonal situations and Conscientiousness was more effective in task situations.

Harrison Kell, Rice University
Ashley Rittmayer, Rice Univ
Amy Crook, Rice University
Stephan Motowidlo, Rice University

Submitted by Harrison Kell, harrison.kell@rice.edu

248-10 Attributional Style in the Chinese Work Population

Using an user-friendly Internet-based measure of attributional style, we found that attributional style was related to work outcomes, such as job satisfaction and family–work conflict, in a sample of 547 Chinese employees. Dimensional scoring of attributional style could better predict work outcomes when compared with composite scoring.

Siu-On Kwan, City University of Hong Kong
Tess Pak, University of Hong Kong
An-An Chao, University of Hong Kong
C. Harry Hui, University of Hong Kong

Submitted by Siu-On Kwan, mgakwan@cityu.edu.hk

248-11 Investigation of Personality and Career Satisfaction of Human Resource Professionals

Based on samples of 210 and 2,237 U. S. HR managers, 116 U. S. HR specialists, and 146 U. K. HR managers, the paper investigated the relationships between career satisfaction to broad and narrow personality traits as well as managerial characteristics. Results and implications were discussed in terms of HR competencies.

Wei Xiong, The University of Tennessee-Knoxville
John Lounsbury, The University of Tennessee/Resource
　　Associates, Inc.

Submitted by Wei Xiong, wxiong1@utk.edu

248-12 When Proactive Personality Begets Social Capital: A Longitudinal Investigation

This study investigated proactive personality's proximal and distal outcomes. Using data collected from 174 individuals at 3 time points, we found proactive personality helped accrue social capital (informational exchange and trust), which further led to helping and reduced turnover. With the exception of information exchange–turnover intentions relationship, hypothesized relationships were supported.

Jane Yang, City University of Hong Kong
Yaping Gong, Hong Kong University of Science &
　　Technology

Submitted by Jane Yang, mgyang@cityu.edu.hk

248-13 Testing Linearity in the Upper Tail in Three Large Datasets

This study represents an extension of an examination of upper end linearity conducted by Arneson, Waters, and Sackett (2007). To support the generalizeability of previous results, curvilinearity is assessed in 2 additional datasets using more sensitive analyses of curvilinearity. Results suggest monotonicity is maintained throughout the score distribution.

Justin Arneson, University of Minnesota
Paul Sackett, University of Minnesota

Submitted by Justin Arneson, justin.arneson@target.com

248-14 Self-Efficacy's Effects on Performance and Differential Prediction

Cognitive abilities measures commonly overpredict minority group performance. Given lower self-efficacy for Blacks, we investigated whether self-efficacy differences play a role in this overprediction. In a large ($N >$ 150,000) educational data set, self-efficacy had greater incremental validity for Whites than Blacks, and controlling for self-efficacy did not reduce overprediction.

Kara Simon, University of Minnesota
Christopher Berry, Wayne State University
Paul Sackett, University of Minnesota

Submitted by Christopher Berry, berry@wayne.edu

248-15 Breaking Down Emotional Intelligence: A Meta-Analysis of EI and GMA

A meta-analysis of 49 samples was conducted to examine the relationship between emotional intelligence and general mental ability. Specifically, the relationship between ability-based and mixed measures of emotional intelligence and different measures of intelligence were examined to further understanding as to what measures of emotional intelligence are evaluating.

Tiffany Bludau, U.S. Army Research Institute/George Mason University
Peter Legree, U.S. Army Research Institute

Submitted by Tiffany Bludau, tbludau@gmu.edu

248-16 Using Structured Employment Interviews to Predict Task and Contextual Performance

To investigate whether interviews can predict task and contextual performance, individuals participated in structured interviews and received assessments from 2 sources. Contextual interview dimensions significantly predicted contextual performance ratings provided by peers/supervisors and predicted these ratings above and beyond the task interview dimension and a paper-and-pencil measure of Conscientiousness.

Brian Bonness, EASI-Consult, LLC
Therese Macan, University of Missouri-St Louis

Submitted by Brian Bonness, brianbonness@hotmail.com

248-17 Using Empirical Keying to Score Personality Measures

This study examined the effects of empirically keying personality inventories to predict training performance, job performance, and scores on a work sample assessment. Although there were a few situations where item and facet-level scoring increased validity, in general empirical keying and facet-level scoring did not increase validity.

Jeffrey Cucina, U.S. Customs and Border Protection
Nicholas Vasilopoulos, George Washington University
Julia McElreath, Sodexho, Inc.

Submitted by Jeffrey Cucina, jcucina@gmail.com

248-18 A Selection Tool for Soldier Training: Longitudinal Development and Validation

A tool to select the most well-prepared soldiers for accelerated training was developed and validated longitudinally. Temperament measures contributed to the prediction of training performance beyond cognitive aptitude and physical fitness measures. Soldiers in accelerated training scored equivalent to or greater than those in standard training.

Tonia Heffner, U.S. Army Research Institute
Richard Hoffman, U.S. Army Research Institute
Stephanie Muraca, U.S. Army Research Institute
Ryan Hendricks, George Mason University/U.S. Army Research Institute

Submitted by Tonia Heffner, tonia.heffner@HQDA.army.mil

248-19 DIF Detection With MACS: Effectiveness And Efficiency of Two Approaches

When MACS is applied to detect DIF, different strategies can be followed. This study shows that the iterative MI approach, which has a number of practical advantages compared to the free baseline model approach but is theoretically less adequate from a statistical point of view, generally shows satisfactory results.

Ana Hernandez Baeza, University of Valencia
Oleksandr Chernyshenko, University of Canterbury
Stephen Stark, University of South Florida
Fritz Drasgow, University of Illinois at Urbana-Champaign

Submitted by Ana Hernandez Baeza, Ana.Hernandez@uv.es

248-20 Multi-Study Investigation of Situational and Behavior Description Interview Constructs

Across 4 previously unpublished studies, results found no real evidence for construct validity for either behavior description or situational interviews. A strong implication is that these interviews may need to be developed more like psychological tests using multiple items per construct and careful pretesting.

Allen Huffcutt, Bradley University
Shaun Newsome, Newsome Associates
Jeffrey Facteau, PreVisor
Jeff Weekley, Kenexa

Submitted by Allen Huffcutt, huffcutt@bumail.bradley.edu

248-21 Incremental Validity of Work-Sample Measures Beyond Personality and Cognitive Ability

Extant research has not thoroughly explored the incremental validity of work-sample measures beyond traditional methods. Therefore, this study investigates how these measures predict performance in conjunction with Conscientiousness and cognitive ability. Results show that the hands-on performance measure yielded a significant gain in validity for both task and contextual performance.

Matthew C. Reeder, Select International, Inc.
Mei-Chuan Kung, Select International, Inc.
Matthew O'Connell, Select International, Inc.

Submitted by Mei-Chuan Kung, mkung@selectintl.com

248-22 Blending Science and Practice in Developing an Assessment Instrument

In this practice-oriented poster, the approach, decisions, and lessons learned dealing with 5 practical challenges to an assessment instrument development are shared. Drawing on a real-life case, the paper describes steps taken to achieve buy-in across multiple locations in developing a customer service assessment instrument for part-time employees.

Therese Macan, University of Missouri-St Louis
Lee Konczak, Anheuser-Busch Companies, Inc.
James Breaugh, University of Missouri-St Louis

Submitted by Therese Macan, Therese.Macan@UMSL.edu

248-23 Use of Student–College Fit in College Admissions: Predictive Validity Investigations

The person–organization fit paradigm was extended to the realm of college education in this study. The study sought to evaluate the predictive validity of student–college fit for college admissions using multiple, objective indicators of fit and college success. Effect sizes were small for all fit indices in predicting college success.

Krista Mattern, College Board
Sang Eun Woo, University of Illinois at Urbana-Champaign
Jeff Wyatt, College Board

Submitted by Krista Mattern, kmattern@collegeboard.org

248-24 Effects of Assessor Rotation on Interview and AC Construct Validity

This paper examined the impact of common rater variance (CRV) resulting from assessor rotation on the construct validity of a structured interview and an AC. CRV had far less impact on the interview than on the AC. The weaker impact on the interview was probably due to the higher interrater agreement.

Klaus Melchers, University of Zurich
Cornelius Koenig, University of Zurich
Gerald Richter, Novartis Behring
Thomas Hartstein, Deka Bank
Martin Kleinmann, University of Zurich
Ute-Christine Klehe, University of Amsterdam

Submitted by Klaus Melchers,
　k.melchers@psychologie.uzh.ch

248-25 Development and Validation of the Composite Emotional Intelligence Measure (CEIM)

Existing self-report measures of EI do not sample the construct, relate to g and personality as they should, or correlate with ability-based EI. A new measure that addressed these issues and report its construct validity and reliability (N-281) has been created. The results raise questions about the conceptualization of ability-based EI.

Sonya Melnyk Stevens, Saint Mary's University
Michael Teed, Saint Mary's University
Sarah Campbell, Department. of National Defence (Canada)
Victor Catano, Saint Mary's University

Submitted by Sonya Melnyk Stevens, sonya.melnyk@smu.ca

248-26 Crossing GMA and Work Samples: Hybrid Tests as Multimodal Conceptualizations

This research investigated the psychometric properties of a new hybrid test format, combining and utilizing the advantages of tests of GMA and work samples. Based on a concurrent validation study with 2 different samples and comprehensive analyses regarding group differences, construct- and criterion-related validity, hybrid-tests are strongly recommended.

Heinz Schuler, University of Hohenheim
Patrick Mussel, HR-Diagnostics.com
Adrienne Schmidtborn, HR-Diagnostics.com

Submitted by Patrick Mussel, mussel@gmx.com

248-27 Explaining the Psychometric Properties of Structured and Unstructured Interviews

Five different employment interview question formats were compared regarding reliability and construct validity. Based on a sample of 178 real candidates, an expected interaction was found between structure and reliability coefficient. Internal and external construct analysis using confirmatory MTMM analysis revealed different psychometric properties for structured and unstructured interview questions.

Patrick Mussel, HR-Diagnostics.com
Marco Behrmann, University of Hohenheim
Heinz Schuler, University of Hohenheim

Submitted by Patrick Mussel, mussel@gmx.com

248-28 Temporal Stability and Retest Effects Across Personnel Selection Methods

Researchers have assessed the stability and observed practice effects on psychological measures in applied settings. However, there has been a lack of research comparing how different methods change within the same sample. This paper examines mean-level change and stability for measures of personality, situational judgment, information processing, and cognitive ability.

Matthew Reeder, Select International, Inc.
Dennis Doverspike, University of Akron
Matthew O'Connell, Select International, Inc.

Submitted by Matthew O'Connell, moconnell@selectintl.com

248-29 Job-Incumbent Perceptions of Faking on Noncognitive Inventories

Employee perceptions of faking were collected as part of a concurrent validation study. Incumbents indicated their belief that a large proportion of applicants will distort responses on the 3 noncognitive measures included in the study and that doing so is relatively easy. A small percentage admitted to response distortion themselves.

Cheryl Paullin, HumRRO
Martha Hennen, United States Postal Service

Submitted by Cheryl Paullin, cpaullin@humrro.org

248-30 Predicting Counterproductive Workplace Behavior With Narrow Facets of the HEXACO

This study examined the validity of 2 facets (fairness and greed-avoidance) of the HEXACO personality model in predicting counterproductive workplace behavior (CWB) and the incremental validity of these facets over 2 personality-based integrity tests. Fairness explained variance in CWB beyond that explained by the integrity tests.

Deborah Powell, Saint Mary's University
Amanda Poole, University of Western Ontario
Julie Carswell, Sigma Assessment Systems
Bernd Marcus, University of Hagen

Submitted by Deborah Powell, deb.powell@smu.ca

248-31 The Impact of Retesting on Various Clerical Tests

Issues surround the influence of retesting score increases in the employment setting. This study explores the influence of retesting on job applicants on 4 types of clerical tests. A large retest group and a subgroup that retested all 4 tests are compared.

Ross Markle, James Madison University
Jacob Seybert, Middle Tennessee State University
Mitch Stein, Tennessee Department of Human Resources

Submitted by Jacob Seybert, seybertjm@gmail.com

248-32 Ideal Point Models for Item Responding in Vocational Interest Inventories

This study examined the underlying item response process in 3 vocational interest inventories: the Occupational Preference Inventory, the Interest Profiler, and the Interest Finder. Dominance and ideal point models were compared. Results showed that ideal point models fit better. Implications for scale development and scoring are discussed.

Louis Tay, University of Illinois at Urbana-Champaign
Bruce Williams, University of Illinois at Urbana-Champaign
Fritz Drasgow, University of Illinois at Urbana-Champaign
James Rounds, University of Illinois at Urbana-Champaign

Submitted by Louis Tay, sientay@uiuc.edu

249. Master Tutorial: 12:00 PM–1:20 PM
Continental 1
One and one-half (1½) CE credits for attending! Register at the session.

Constructive Use of Comments in Organizational Surveys: A Targeted Tutorial

A scientist–practitioner perspective is provided on appropriate comment use in organizational surveys. Critical decision points and options are reviewed within 4 survey phases: creating, capturing, analyzing, and presenting. Issues arising from Web surveys are emphasized. The targeted content will benefit all levels but especially practitioners without extensive comment handling experience.

Kristofer J. Fenlason, Data Recognition Corp, *Presenter*
Lori Foster Thompson, North Carolina State University, *Presenter*
Reanna M. Poncheri, NC State/Surface, Ward, & Assoc., *Presenter*
Kristofer J. Fenlason, Data Recognition Corp, *Presenter*
Lori Foster Thompson, North Carolina State University, *Presenter*
Reanna M. Poncheri, NC State/Surface, Ward, & Assoc., *Presenter*

Submitted by Anna Chandonnet, achandonnet@datarecognitioncorp.com

250. Symposium/Forum: 12:00 PM–1:20 PM
Continental 2

Relationships Between Supportive Work Environments and Worker Safety Outcomes

Workers can (and do!) subvert or ignore organizational policies and procedures designed to keep them safe. The research presented in this symposium demonstrates the importance of a work environment that supports safety as a means for improving worker safety outcomes.

Lisa Kath, San Diego State University, *Chair*
Alyssa McGonagle, University of Connecticut, *Chair*
Jennifer D. Nahrgang, Michigan State University, Frederick P. Morgeson, Michigan State University, David A. Hofmann, University of North Carolina at Chapel Hill, *The Influence of Supportive Social Environments and Management on Safety*
Johnny Mitchell, The Keil Centre, Malcolm Patterson, Institute of Work Psychology, *The Impact of Trust, Distrust, and Communication on Safety Behavior*
Karen Marks, San Diego State University, Lisa Kath, San Diego State University, *Drivers of Upward Safety Communication*
Alyssa McGonagle, University of Connecticut, John E. Mathieu, University of Connecticut, Lisa Kath, San Diego State University, *A Multilevel Look at Upward Safety Communication*

Submitted by Alyssa McGonagle, alyssa.mcgonagle@uconn.edu

📖 Indicates Saturday Theme Track Session.

251. Symposium/Forum: 12:00 PM–1:20 PM
Continental 6

Building Management Capability: The Road to Competitive Advantage

This practitioner forum will share research indicating why building management capability is important to organizations and will present a model for building capability that is grounded in change management. Next, 2 organizations will outline the key activities and processes that they have put in place to build manager capability.

Edie L. Goldberg, E. L. Goldberg & Associates, *Chair*
Edie L. Goldberg, E. L. Goldberg & Associates, *A Model for Buidling Management Cability*
Suzan L. McDaniel, Bristol-Myers Squibb, Erika D'Egidio, Bristol-Myers Squibb, *Building Management Capability to Drive Business Strategy and Employee Engagement*
Rebecca L. Anhalt Borden, Sun Microsystems, Inc., Rachel M. Johnson, Colorado State University, *Managers as Critical Levers for Sustaining Change*

Submitted by Edie Goldberg, edie@ELGoldberg.com

252. Symposium/Forum: 12:00 PM–1:20 PM
Continental 7

OCB: Going Beyond Traditional Models of Social Exchange

The papers in this session extend prior research by going beyond traditional social exchange predictors of OCB and emphasizing proactive rather than reactive predictors of OCB. Each paper presents a different explanation for why performance of OCBs can have positive personal benefits for the employees who engage in OCB.

Linn Van Dyne, Michigan State University, *Chair*
Matthias Spitzmuller, Michigan State University, *Chair*
Matthias Spitzmuller, Michigan State University, Linn Van Dyne, Michigan State University, *The Right Deed for the Wrong Reason, Does It Matter?*
Bruce M. Meglino, University of South Carolina, M. Audrey Korsgaard, University of South Carolina, Scott W. Lester, University of Wisconsin-Eau Claire, Sophia Jeong, University of South Carolina, *Multiple Motives for Organizational Citizenship Behavior*
Carsten K. W. De Dreu, University of Amsterdam, *The (Un)Selfishness of Being a Good Citizen*
Adam Grant, Kenan-Flagler Business School, UNC, *Anticipated Guilt as a Motivational Resource for Task Initiative*
Wm. Matthew Bowler, Oklahoma State University, Jonathon Halbesleben, University of Wisconsin-Eau Claire, *OCB Motive Attributions and LMX Relationships*

Submitted by Matthias Spitzmuller, spitzmuller@bus.msu.edu

253. Symposium/Forum: 12:00 PM–1:20 PM
Continental 8

Examining the Relationship Between Affect, Emotions, and Counterproductive Work Behaviors

Theoretical models and empirical research have shown that affect and discrete emotions can lead to acts of coun-

terproductive work behavior. The papers in this symposium discuss how state affect, emotional reactions to organizational injustice and mistreatment, and boredom influence a wide range of counterproductive work behaviors.

Boris B. Baltes, Wayne State University, *Chair*
Malissa A. Clark, Wayne State University, *Chair*
Daniel Skarlicki, University of British Columbia, Danielle van Jaarsveld, The University of British Columbia, David D. Walker, Sauder School of Business, *Emotion: The Link Between Mistreatment by Customers and Employee Retaliation*
John Trougakos, University of Toronto-Scarborough, David Zweig, University of Toronto-Scarborough, Catherine E. Connelly, McMaster University, *"I'm Not Telling": Emotional Experiences and Knowledge Hiding in Organizations*
Emily M. Hunter, University of Houston, Lisa M. Penney, University of Houston, Aditi Raghuram, University of Houston, Andrea Ugaz, University of Houston, Sabrina Volpone, University of Houston, *Customer Affect and Customer-Directed Counterproductive Work Behavior*
Kari Bruursema, Verizon Wireless, Stacey Kessler, Montclair State University, Paul E. Spector, University of South Florida, *How Boredom Proneness and Job Boredom Affect Counterproductive Work Behavior*
Suzy Fox, Loyola University-Chicago, *Discussant*

Submitted by Malissa Clark, malissa@wayne.edu

254. Panel Discussion: 12:00 PM–1:20 PM
Continental 9

Generation Gap Challenges and Opportunities Arising From the Demographic Shift

Baby Boomers are retiring. Smaller proportions remain in succeeding generations, leaving organizations daunting challenges to attract, retain, develop, and motivate very different employees. The impact across industries, types of workers, and human resources functions will be discussed, as well as cutting-edge solutions at leading organizations.

Scott Eggebeen, New York University, *Chair*
Judy Chen, Polo Ralph Lauren, *Panelist*
Russell E. Lobsenz, TSA, *Panelist*
Christopher T. Rotolo, Behavioral Insights, LLC, *Panelist*

Submitted by Scott Eggebeen, se17@nyu.edu

255. Community of Interest: 12:00 PM–1:20 PM
Franciscan A

Person–Job, Person–Organization, and Person–Environment Fit
Jeffrey R. Edwards, University of North Carolina, *Host*
Amy L. Kristof-Brown, University of Iowa, *Host*

256. Symposium/Forum: 12:00 PM–1:20 PM
Imperial B

Team Coordination in High-Risk Environments
Effective coordination is crucial for teams in high-risk environments. The research presented adds to the growing knowledge on team coordination by specifying processes of sensemaking, shared mental model develop-

ment, and adaptive coordination necessary for successful decision making and action in military, civil aviation, medical, emergency response, and firefighting teams.

Gudela Grote, ETH Zürich, *Chair*
Mary Waller, Maastricht University, Sjir Uitdewilligen, Faculty of Economics and Business Administration, *Talking to the Room: Collective Sensemaking During Crisis Situations*
Thomas W. Reader, University of Aberdeen, Rhona H. Flin, University of Aberdeen, Kathryn Mearns, University of Aberdeen, Brian Cuthbertson, Health Services Research, *Team Situation Awareness: Anticipating Patient Outcomes in the ICU*
Gudela Grote, ETH Zürich, Enikö Zala-Mezö¶, ETH Zürich, Barbara Künzle, ETH Zürich, Michaela Kolbe, ETH Zürich, *Adaptive Coordination in Cockpit Crews*
C. Shawn Burke, University of Central Florida, Leslie DeChurch, University of Central Florida, Eduardo Salas, University of Central Florida, Gerald F. Goodwin, U.S. Army Research Institute, *Modes of Coordination in Multiteam Systems*
Robert A. Roe, University of Maastricht, *Discussant*

Submitted by Thomas Reader, tom.reader@abdn.ac.uk

257. Symposium/Forum: 12:00 PM–1:20 PM
Yosemite A

Integrating Conditional Standard Errors of Measurement Into Personnel Selection Practices

The standard error of measurement (SEM) plays an important role in personnel selection. Recent testing standards advocate conditional SEMs (CSEMs). We will discuss a recommended CSEM method, demonstrate an application of that method, integrate it into a banding methodology and a method of setting cutoff scores, and clarify common misconceptions.

Gregory M. Hurtz, California State University-Sacramento, *Chair*
Dan Biddle, Biddle Consulting Group, *Overview of CSEM Methods With Recommendations for Personnel Selection Practice*
Kasey Stevens, California State University-Sacramento, Lawrence S. Meyers, California State University-Sacramento, *An Application of CSEMs in a Corrections Academy Selection Test*
Dan Kuang, Biddle Consulting Group, Inc., Jim Higgins, Biddle Consulting Group, *Establishing Bands and Cutoff Scores for Hiring Decisions Using CSEMs*
Gregory M. Hurtz, California State University-Sacramento, *Clarification on Some Misconceptions About Conditional Standard Errors of Measurement*
Robert J. Harvey, Virginia Tech, *Discussant*

Submitted by Gregory Hurtz, ghurtz@csus.edu

258. Symposium/Forum: 12:00 PM–1:20 PM
Yosemite B

Generational Faultlines in the Workplace: Directions for Research and Practice
Shifting demographics, aging workforces, and increasing longevity pose complicated challenges for individu-

als and organizations. This symposium brings together a diverse group of scholars who will engage both macro- and microtheoretical perspectives to understand the implications of these generational dynamics for future theory, research, and practice.

Lynn M. Shore, San Diego State University, *Age Diversity and Generational Conflict*

Kimberly Wade-Benzoni, Duke University, *Intergenerational Beneficence*

Joseph J. Martocchio, University of Illinois at Urbana-Champaign, *Generational Dynamics in the Workplace: HR Professionals' Career Paths*

John Dencker, University of Illinois at Urbana-Champaign, *Generational Dynamics in the Workforce and Society*

Aparna Joshi, University of Illinois at Urbana-Champaign, *Discussant*

Submitted by Aparna Joshi, aparnajo@uiuc.edu

259. Symposium/Forum: 12:00 PM–1:20 PM
Yosemite C

An Unbalanced Equation? Exploring Followership Within the Leadership Process

Traditional approaches to leadership research have primarily focused on the traits and behaviors of leaders. Consequently, we know very little about followers and the role that they play in the dynamic leadership process. This symposium addresses this gap in the literature by exploring empirical and theoretical work on followership.

Michelle Bligh, Claremont Graduate University, *Chair*

Melissa Carsten, Gallup Leadership Institute, *Chair*

Michelle Bligh, Claremont Graduate University, Jeffrey Kohles, Center for Leadership Innovation and Mentorship Building (CLIMB), *Leading or Following? Contemporary Notions of Followership in Academic Research*

Susan Baker, Morgan State University, *Characteristics of Effective Followers: Integral Components of Leader–Follower Processes*

Joerg Felfe, University of Siegen, Birgit Schyns, University of Portsmouth, *Followers' Personality and the Perception of Transformational Leadership*

Melissa Carsten, Gallup Leadership Institute, Mary Uhl-Bien, University of Nebraska-Lincoln, Bradley J. West, University of Nebraska-Lincoln, *Exploring the Antecedents and Consequences of Follower Behavior*

Submitted by Melissa Carsten, mcarsten2@unl.edu

260. Symposium/Forum: 12:30 PM–1:50 PM
Continental 3

Measuring Information and Communication Technology Literacy

Increasingly, today's jobs require information and communication technology literacy (ICTL). Yet, measuring ICTL in an environment of rapidly changing technology is challenging. Test items and specifications can become obsolete quickly. The papers in this symposium describe ICTL taxonomies and provide examples of measures and their psychometric properties.

Teresa L. Russell, HumRRO, *Chair*

Teresa L. Russell, HumRRO, W. S. Sellman, Human Resources Research Organization, *Review of Information and Communication Technology Literacy Measures*

Jon Haber, First Advantage Assessment Solutions, Scott Stoddart, Certiport, Inc., *Measuring Information and Communication Technology Literacy With IC3*

Irv Katz, Educational Testing Service, Yigal Attali, Educational Testing Service, *ETS's iSkills Assessment: Measurement of ICT Literacy*

Neal W. Schmitt, Michigan State University, *Discussant*

Jane Arabian, Office of the Under Secretary of Defense (Personnel & Readiness)/Military Personnel Policy, *Discussant*

Submitted by Teresa Russell, trussell@humrro.org

261. Symposium/Forum: 12:30 PM–1:50 PM
Continental 4

That Can't Be True! Detecting Faking Using Bogus Items

Although little research has explored the bogus item technique as a way to detect faking in selection, this technique has several strengths that warrant further research attention. This symposium brings together several studies to address validity, correlates, and the use of bogus item technique.

Julia Levashina, Indiana University Kokomo, *Chair*

Michael A. Campion, Purdue University, *Chair*

Brian H. Kim, Occidental College, *Truth, Lies, and Everything in Between: Bogus Item Response Processes*

Sarah A. Carroll, Hofstra University, *Detecting Faking Using a Bogus Knowledge Test*

Lauren J. Ramsay, San Jose State University, Brian H. Kim, Occidental College, Frederick L. Oswald, Michigan State University, Neal W. Schmitt, Michigan State University, Michael A. Gillespie, Denison Consulting, *Bogus Items, Their Content, and Responses Under Different Situational Constraints*

Julia Levashina, Indiana University Kokomo, Frederick P. Morgeson, Michigan State University, Michael A. Campion, Purdue University, *They Don't Do It Often, but They Do It Well*

Murray R. Barrick, Texas A&M University, *Discussant*

Submitted by Julia Levashina, jlevashi@iuk.edu

262. Interactive Posters: 12:30 PM–1:20 PM
Executive Board Room

Managing Diversity: What's the Big Deal?

262-1 Support for Diversity: Encouraging Beneficial Aspects of a Diverse Workforce

Little research has examined support for diversity initiatives or their outcomes. Using a lab experiment, the utility of support for diversity and supervisor support for general and diversity-specific outcomes was examined. Both types of support enhanced diversity-related task performance. Support for diversity reduced perceived discrimination in minorities and nonminorities.

Maria Arboleda, University at Albany-SUNY
Linda Shanock, University of North Carolina at Charlotte

Submitted by Maria Arboleda, ma477198@albany.edu

262-2 Managing Workplace Diversity: The Role of Organizational Culture

This study tests the effect of organizational culture on contributing to the management of workplace diversity. Hypotheses about organizational culture, group diversity, and diversity management perceptions were tested in a sample of approximately 7,500 employees divided into 800 workgroups. Results indicate that involvement is a key component to diversity management.

Ashley Guidroz, Bowling Green State University
Lindsey Kotrba, Denison Consulting

Submitted by Ashley Guidroz, aguidro@bgnet.bgsu.edu

262-3 Diversity's Bottom Line: Diversity Climate and Organizational Financial Performance

This study assessed the economic impact of inclusive diversity climates on organizational financial performance. Worksites with diversity-inclusive climates were significantly more profitable, with staff working in self-reported inclusive climates producing more revenue per dollar spent on them than did employees working in less inclusive climates.

Lynn Offermann, George Washington University
Kenneth Matos, George Washington University
Adam Malamut, George Washington University

Submitted by Lynn Offermann, lro@gwu.edu

262-4 Organizational Efforts to Support Diversity Matter

Integrating Leventhal's (1980) rules of procedural justice and the group-value model of procedural justice (Tyler & Lind, 1992), this study found that the negative effects of perceived racial discrimination on procedural justice can be attenuated by organizational efforts to support diversity.

María Garcia, University of Texas at El Paso
Denise Carillo, University of Texas at El Paso

Submitted by Maria Triana, mtriana@mays.tamu.edu

263. Symposium/Forum: 12:30 PM–1:50 PM
Franciscan B

Individual Differences and Decision Making at Multiple Levels of Analysis
The purpose of this symposium is to highlight recent research investigating the impact of individual differences on decision making across individual, dyadic, and team levels of analysis. A variety of characteristics are featured, including the tendency to seek advice, Machiavellianism, and perspective taking, as well as learning and performance orientation.

Susan Mohammed, Pennsylvania State University, *Chair*
Nataliya Baytalskaya, Pennsylvania State University, *Chair*
Alexander R Schwall, Pennsylvania State University, Susan Mohammed, Pennsylvania State University, *Individual Differences and Decision Making: A Review and Future Directions*
Shuang Yueh Pui, Bowling Green State University, Margaret E. Brooks, Bowling Green State University, *Tendency to Seek Advice in Decision Making*
Nataliya Baytalskaya, Pennsylvania State University, Susan Mohammed, Pennsylvania State University, *Machiavellianism and Perspective Taking's Roles in Negotiation Strategies and Outcomes*
Anne Nederveen Pieterse, Erasmus Research Institute of Management, Daan van Knippenberg, Erasmus University Rotterdam, Dirk Van Dierendonck, Erasmus University Rotterdam, *Goal Orientation (Diversity and Aggregate) and Decision Making Over Time*
Scott Highhouse, Bowling Green State University, *Discussant*

Submitted by Nataliya Baytalskaya, nzb114@psu.edu

264. Symposium/Forum: 12:30 PM–1:50 PM
Franciscan C

Organizational Psychologists and World Poverty: Our Roles and Obligations
This audience interactive symposium examines the roles and obligations of I-O psychologists in dealing with poverty reduction in the world. Presentation by colleagues active in this area will be followed by plans for the formation of a global task force of organizational psychologists for research and consultation on poverty reduction.

Walter Reichman, Sirota Survey Intelligence, *Chair*
Lakshmi Ramarajan, University of Pennsylvania, Caroline Hossein, University of Toronto, *Organizational Psychology, World Poverty, and Enterprise Development*
Michael Frese, University of Giessen, *Poverty Reduction Through Psychological Research on Business Owners in Africa*
Virginia Schein, Gettysburg College, *Poor Women and Work in Developing Countries: Research Opportunities*
Stuart C. Carr, Massey University, Malcolm MacLachlan, Trinity College, Dublin University, *The Poverty of Psychology: Can We Reduce It?*
Frank J. Landy, Landy Litigation Support Group, *Discussant*

Submitted by Walter Reichman, walter_reichman@baruch.cuny.edu

265. Special Events: 12:30 PM–1:20 PM 📖
Grand Ballroom A

📖 **Innovations in I-O Teaching and Curricula**
The goal of this interactive poster session is to allow successful educators to showcase innovative teaching or curriculum strategies and/or best practices for training I-O psychologists. Topic areas include, but are not limited to, innovations in service learning, interdisciplinary curricula, and teaching of research and practice skills.

Linda R. Shanock, University of North Carolina at Charlotte, *Chair*
Elise L. Amel, University of St. Thomas, *Presenter*

James M. Conway, Central Connecticut State University, *Presenter*
Roseanne J. Foti, Virginia Tech, *Presenter*
Tomas R. Giberson, Oakland University, *Presenter*
Peter D. Bachiochi, Eastern Connecticut State University, *Presenter*
Meridith E. Selden, Gallaudet University, *Presenter*
Zinta S. Byrne, Colorado State University, *Presenter*
Kurt Kraiger, Colorado State University, *Presenter*
Bill Attenweiler, Northern Kentucky University, *Presenter*
Stefanie K. Johnson, University of Colorado-Denver, *Presenter*
Eden B. King, George Mason University, *Presenter*

266. Poster Sessions: 12:30 PM–1:20 PM
Grand Ballroom B

Organizational Culture/Climate/Performance Appraisal/Feedback

266-1 Can Assessor Behavioral Training Transfer to Performance Appraisals Ratings?

This multilevel investigation examined the effects of transfer of training on supervisors' ability to write behavioral comments on performance evaluations. Performance appraisal comments were compared for individuals who received assessment center training to be an assessor and individuals who had not. Analyses revealed significant differences between trained and untrained raters.

Therese Macan, University of Missouri-St Louis
Katie Mehner, University of Missouri-St. Louis
Lyndsey Havill, University of Missouri-St. Louis
Lisa Roberts, Burger King Corporation
Laura Heft, Edward Jones
Submitted by Therese Macan, Therese.Macan@umsl.edu

266-2 Performance Evaluations of Asians: Influence of Race-Occupation Stereotype Fit

Two studies examined effects of race-occupation stereotypes on technical and leadership performance evaluations. Results indicate that evaluations were influenced by the (in)congruence of race-occupation stereotype. Findings provide some explanations regarding the challenges of upward mobility for Asian Americans.

Thomas Sy, University of California Riverside
Judy Strauss, California State University-Long Beach
Ted Shore, California State University-San Marcos
Kristine Ikeda, California State University-Long Beach
Submitted by Judy Strauss, jstrauss@csulb.edu

266-3 Social Context and Performance: An Examination of Causal Priority

The relationship between organizations' social context and customer satisfaction is investigated longitudinally over a 6-year period. Results of this analysis of causal priority provide the strongest evidence to date that social context causes customer satisfaction, although, not surprisingly, evidence of reciprocal causality also exists.

Anthony S. Boyce, Aon Consulting, Inc.
Michael Gillespie, Denison Consulting

Ann Marie Ryan, Michigan State University
Submitted by Anthony Boyce, anthonyboyce@gmail.com

266-4 How Far Is Far? Relational Distance as a Multidimensional Construct

In response to changes in the nature of work, this paper explores perceptions of relational distance and demonstrates that it has 3 dimensions. Structural distance includes physical distance, communication channel, and interaction frequency; status distance includes demographic and social; and psychological distance is a lack of affinity.

Laura Erskine, Illinois State University
Submitted by Laura Erskine, lerskine@ilstu.edu

266-5 A Critical Look at Ourselves: Reviewing Gender, Satisfaction, and Performance

This study surveyed 1,135 full-time psychology faculty members working in 229 academic departments throughout the U.S. and Canada. Results using hierarchical linear modeling (HLM) suggested gender differences relating to job satisfaction and job performance were based upon the structure and teaching orientation of the department.

Stacey Kessler, Montclair State University
Paul Spector, University of South Florida
Submitted by Stacey Kessler, stacey9815@aol.com

266-6 Profiles of Organizational Culture: The Variable Effects of Consistency

This empirical study considers the combined effects of 4 culture traits on sales growth for a large sample of organizations. As hypothesized, the effects of consistency on sales growth varied in both magnitude and direction as a function of other key culture traits, highlighting the complexity of culture profiles.

Aaron Schmidt, University of Akron
Michael Gillespie, Denison Consulting
Lindsey Kotrba, Denison Consulting
Samantha Ritchie, University of Akron
Daniel Denison, International Institute for Management Development
Submitted by Lindsey Kotrba, lkotrba@denisonculture.com

266-7 A Meta-Analysis of Climate for Service and Customer-Perceived Outcomes

This study examines the relationship between organizational service climate and positive perceptions of service quality, customer satisfaction, and loyalty. The study also examines possible differences between employee and customer perceptions of the outcome variables. Results suggest that service climate positively relates to various customer perceptions.

Ariel Lelchook, Wayne State University
Nathan Weidner, Wayne State University
Coy Ferrell, Wayne State University
Submitted by Ariel Lelchook, alelchook@wayne.edu

SATURDAY PM

266-8 The Pattern of Safety Climate in Hospitals Predicts Patient Harm

This research examined the pattern of safety climate on patient safety outcomes in a national sample of hospitals. The system of care, as evidenced by the patterns of safety climate across multiple units, was related to patient harm at the hospital level of analysis.

Julie Lyon, Roanoke College
Submitted by Julie Lyon, lyon@roanoke.edu

266-9 Relationships Between Constituency Specific Climate, Affective Commitment, and Citizenship Behaviors

The authors propose a model designed to clarify the different relationship among constituency-related climate, commitment, and citizenship behaviors. A series of hierarchical regressions were analyzed to determine whether commitment moderated the climate–OCB relationship. Results partially support the organizational constituency model of the climate–OCB relationship.

Brandon Smit, Saint Louis University
Patrick Maloney, Saint Louis University
Kevin Fox, Saint Louis University
Christopher Wright, Corporate Survey.com
Submitted by Patrick Maloney, pmalone4@slu.edu

266-10 Beyond Applicants: Outcomes of Employer Branding Among Employees

Employer branding (i.e., promotional descriptions) leads to employee retention (Backhaus & Tikoo, 2004). Surveys of hotel employees indicated that employer branding functions differently among employees than reported previously with applicants (Harold, 2005). Only instrumental traits related to job satisfaction and person–organization fit fully mediated the employer branding/organizational identification relationship.

Tiffany Parker, Minnesota State University
Kimberly O'Farrell, Minnesota State University-Mankato
Submitted by Tiffany Parker, tiffanymparker@gmail.com

266-11 Equal Opportunity Climate Strength as a Moderator of Climate-Outcome Relationships

The relationships between equal opportunity (EO) climate and organizational outcomes such as job satisfaction and organizational commitment were assessed at the unit level of analysis. Additionally, these climate–outcome relationships were examined within the context of an emerging variable of interest for climate researchers, namely climate strength.

Mitchell Peterson, Defense Equal Opportunity Management
    Institute & Florida Institute of Technology
Marinus van Driel, Defense Equal Opportunity Management
    Institute & Florida Institute of Technology
Daniel McDonald, Defense Equal Opportunity Management
    Institute
Loring Crepeau, Defense Equal Opportunity Management
    Institute
Submitted by Mitchell Peterson, mpeterso@fit.edu

266-12 Diversity in Personality as an Antecedent to Team Climate Strength

This study examined personality diversity in teams as an antecedent to team climate strength. Results showed that diversity in Openness and Emotional Stability uniquely contributed to climate strength. Teams that were more diverse with respect to Openness and Emotional Stability reported less similar perceptions of climate (i.e., lower climate strength).

Taylor Poling,University of Tennessee, Knoxville
Joy Oliver, University of Tennessee, Knoxville
David Woehr, University of Tennessee, Knoxville
Submitted by Taylor Poling, tpoling@utk.edu

266-13 Perceptions of Organizational Politics: A Meta-Analysis

This study reports a meta-analytic review of the antecedents, correlates, and consequences of perceptions of organizational politics. Results contribute to a more accurate understanding of these relationships, including demonstrating the presence of several moderators, such as industry type and measure used.

Akanksha Bedi, Student
Aaron Schat, McMaster University
Submitted by Aaron Schat, schata@mcmaster.ca

266-14 Understanding Knowledge Transfer Within Organizations: The Knowledge Transfer Environment

Managing knowledge and assessing the impact of knowledge resources can be challenging. This paper provides a framework for understanding knowledge transfer within an organization. The framework builds on known constructs such as the feedback environment and temporal orientation to offer means by which knowledge transfer can be evaluated and improved.

Marinus van Driel, Florida Institute of Technology
Richard Griffith, Florida Institute of Technology
Lisa Steelman, Florida Institute of Technology
Stacey Fehir, Florida Institute of Technology
Submitted by Lisa Steelman, lsteelma@fit.edu

266-15 Relationships Between Organizational Climate, Collective Affective State, and Organizational Performance

This paper presents a cross-lagged study on the role of collective affective state in the relationship between organizational climate and performance. Using structural equation modeling, a model with direct effects of organizational climate on collective affective state and performance was compared with a model with affective state as intermediary.

Karina van de Voorde, Tilburg University
Marc van Veldhoven, Tilburg University
Jaap Paauwe, University of Tilburg
Submitted by Karina van de Voorde, f.c.v.d.voorde@uvt.nl

266-16 Rater Personality and Performance Dimension Weightings

This paper examined the relationship between rater personality and relative weightings placed on performance dimensions when making overall performance judgments. Findings indicated that an individual's personality affects emphasis on certain performance dimensions, as well as overall performance ratings. Further, on average, certain performance dimensions receive greater weightings than others.

Joshua Bourdage, University of Calgary
Babatunde Ogunfowora, University of Calgary
Submitted by Joshua Bourdage, jbordage@ucalgary.ca

266-17 Predicting 360-Degree Congruence

This study investigated possible antecedents to congruence between manager's self-ratings and their ratings from others on 360-degree performance appraisals. Target managers' cognitive ability, self-esteem, Extraversion, and Conscientiousness were related to the congruence between their self-ratings and others' ratings of performance. Significant differences are reported.

Rick Breugger, Psychological Associates
Lynn Bartels, Southern Illinois University-Edwardsville
Submitted by Rick Breugger, rjbreugger@umsl.edu

266-18 Antecedents and Consequences of Performance Appraisal Supervisor Discomfort: Field Sample

This study examined the effects of performance appraisal climate and supervisor expectations on supervisor discomfort and various ways supervisors cope with their discomfort. Structural equation modeling results supported the proposed model. This study provides a first step in ultimately identifying more effective interventions to improve the performance appraisal process.

Kristophor Canali, University of Connecticut
Submitted by Kristophor Canali, kristophor.canali@uconn.edu

266-19 Evaluating Frame-of-Reference Training Effectiveness Via Performance Schema Accuracy

This study tested the hypothesis that frame-of-reference-trained participants would possess schemas of performance that are more similar to an expert schema after training than would control-trained participants. It was also hypothesized that performance schema accuracy would be positively related to indexes of rating accuracy. Results supported both hypotheses.

C. Allen Gorman, Angelo State University
Joan Rentsch, University of Tennessee
Submitted by C. Gorman, cgorman@angelo.edu

266-20 Integrating Performance Appraisal and Development: A Model for the Future

This paper takes a brief look at the history of performance appraisal to determine when and why an appraisal–development link was disbanded. Three developments in the recent history of performance appraisal are discussed in depth. Finally, a performance management-based model linking formal appraisals to employee development is presented.

Jane Brodie Gregory, University of Akron
Paul Levy, University of Akron
Submitted by Jane Brodie Gregory, janebgregory@yahoo.com

266-21 Multisource Feedback: Reconceptualizing Leader Assessment Within and Across Rater Categories

Despite extensive use of multisource feedback, studies consistently question its validity due to lack of consistency across stakeholders. This paper argues for the need to reconceptualize multisource feedback in a way that recognizes different rater needs between and within rater categories. Data from the aerospace industry supported this view.

Claire McCarthy, Insight SRC Pty Ltd
Peter Hart, Insight SRC Pty Ltd
Sandra James, Boeing Australia
Submitted by Peter Hart, hart@insightsrc.com.au

266-22 Rating Bias and Differential Prediction

This study calls for the resurrection of rating bias research in supervisory ratings of job performance. Evidence is offered that previous research has failed to appreciate the magnitude and effects of rating bias. Future directions to consider in the revitalization of rating bias research are discussed.

Neil Hauenstein, Virginia Tech
Emilee Tison, Virginia Tech
Submitted by Neil Hauenstein, nhauen@vt.edu

266-23 A Comparison of Online and Traditional Performance Evaluation Systems

A quasi-experimental study revealed employees evaluated with an online performance appraisal (PA) reported significantly higher levels of rater accountability and employee participation, significantly lower levels of quality and utility for the PA ratings, and no difference in perceived security of the ratings or satisfaction with the PA.

Stephanie Payne, Texas A&M University
Margaret Horner, Texas A&M University
Wendy Boswell, Texas A&M University
Amber Wolf, Clemson University
Kelleen, Stine-Cheyne, Texas A&M University
Submitted by Margaret Horner, meg_horner@tamu.edu

266-24 Reconceptualizing 360 Tools as Criteria: Applications for Validating Assessment Centers

Assessment center ratings were validated with a 360-degree tool. 360 ratings were reconceptualized as a categorization process of most salient competencies rather than the traditional Likert-type scaling. Results revealed moderately strong to strong validity coefficients (.30 to .47). We discuss variables involved in rater judgments of strengths and weaknesses.

Martin Lanik, Development Dimensions International
Paul Bernthal, Development Dimensions International
Submitted by Martin Lanik, martin.lanik@ddiworld.com

266-25 Effects of Subjective Feedback on Subsequent Ratings and Objective Performance

The trend in organizations is to provide subjective performance feedback. Research has evaluated this practice by measuring subjective changes in ratings over time but has neglected objective changes in performance. This experiment provides the first experimental evidence that subjective feedback can lead to improvements in objective performance.

Jennifer Nieman-Gonder, Farmingdale State College
William Metlay, Hofstra University
Terri Shapiro, Hofstra University
Submitted by Jennifer Nieman-Gonder, jnieman00@yahoo.com

266-26 Investigating Antecedents of Feedback Seeking: From the Subordinates' Perspective

This study examined the role of leadership style on the cost perceptions of feedback seeking in predicting feedback-seeking behaviors. It extended previous research by focusing on the specific facets of transactional leadership and examining the influence of impression management on the leadership style–cost perceptions relationship.

Candice Nieves, Florida Institute of Technology
Lisa Steelman, Florida Institute of Technology
Submitted by Candice Nieves, candice.nieves@gmail.com

266-27 Antecedents and Consequences of the Feedback Environment

This study examined antecedents and consequences of the feedback environment. The feedback environment reflects contextual factors associated with feedback processes. The results indicate that a learning culture, transformational leadership, and emotional intelligence foster a favorable feedback environment. Further, employees' self-development behaviors were significantly correlated with a favorable feedback environment.

Jaclyn Pittman, Florida Institute of Technology
Lisa Steelman, Florida Institute of Technology
Submitted by Jaclyn Pittman, JaclynPittman@gmail.com

266-28 Rater Teams, Perceived Dimension Subjectivity, and Assessment Center Participant Motivation

This study investigated to what extent the number of raters and perceived dimension subjectivity influence participant motivation in an assessment center context. It appears that all participants, regardless of performance, are more motivated when appraised by a single rater and in a relatively subjective task than the converse.

Sylvia Roch, University at Albany, SUNY
Eugene Trombini, University at Albany, SUNY
Vipanchi Mishra, SUNY Research Foundation
Submitted by Sylvia Roch, roch@albany.edu

266-29 The Measurement of Self-Awareness in Organizations Using Multisource-Feedback Assessment

The purpose of this paper is to review the use of self-other rating agreement from multisource feedback assessments (MSFA) to measure individual self-awareness. In response to this common use in research and practice, 3 concerns are presented and an alternative use of MSFA to measure individual self-awareness is proposed.

Scott Taylor, Boston University
Submitted by Scott Taylor, taylors@bu.edu

266-30 Impact of Task Significance, Autonomy, Value Congruence on Productivity Gain

The effects of task significance on work group productivity improvement following an intervention were investigated. Autonomy and organizational value congruence between managers and employees were tested as potential moderators. Results supported the hypothesized moderation effects of autonomy and the hypothesized main effects for task significance and value congruence.

Sallie Weaver, University of Central Florida
Wendy Bedwell, University of Central Florida
Julia Fullick, University of Central Florida
Robert Pritchard, University of Central Florida
Submitted by Sallie Weaver, salliejw@gmail.com

266-31 Goal Orientation Moderates the Feedback Environment/Feedback-Seeking Link

Empirical studies have not examined whether individual differences moderate the effects of the feedback environment on feedback seeking. In this study, trait goal orientation was found to differentially interact with the organization's feedback environment to influence feedback orientation, in turn influencing the extent to which one engages in feedback seeking.

Brian Whitaker, University of Akron
Paul Levy, University of Akron
Jessica Whitaker, Avatar Management Services
Submitted by Brian Whitaker, b.whitaker@moreheadstate.edu

266-32 Testing the Temporal Limits of a Structured Free Recall Intervention

Two studies were conducted to test whether the efficacy of a structured free recall intervention in reducing performance rating biases would be decreased when temporal delays are introduced into the rating process. The SFRI, although still successful after a 2-day delay, loses all effectiveness with a week long delay.

Madhura Chakrabarti, Wayne State University
Boris Baltes, Wayne State University

Submitted by Ludmila Zhdanova, lucia@wayne.edu

267. Symposium/Forum: 12:30 PM–2:20 PM Imperial A

Harassment Research Advances: Taking Action and Health and Affective Outcomes

This session presents 5 empirical studies spanning different types of workplace harassment and incivility and different methodologies. We address issues of labeling, reporting, and intervening when harassment occurs, as well as new evidence regarding long-term and immediate negative effects of harassment.

Ann Marie Ryan, Michigan State University, *Chair*
Margaret S. Stockdale, Southern Illinois University-Carbondale, T. K. Logan, University of Kentucky, Rebecca Weston, Southern Illinois University Carbondale, *Sexual Harassment and Posttraumatic Stress Disorder: Damages Beyond Prior Abuse*
Eric R. Welch, Purdue University, Reeshad S. Dalal, George Mason University, Holly Lam, Valtera Corporation, Howard M. Weiss, Purdue University, *An Ecological Momentary Assessment Study of Workplace Incivility and Affect*
Michelle (Mikki) Hebl, Rice University, Eden B. King, George Mason University, *Labeling and Acting on Subtle and Blatant Discrimination*
Mindy E. Bergman, Texas A&M University, Carolyn J. Stufft, Texas A&M University, *Reporting Racial/Ethnic Harassment and Discrimination in the U.S. Military*
Jennifer Wessel, Michigan State University, Ann Marie Ryan, Michigan State University, *Sexual Orientation Harassment: When Do Observers Intervene?*
Barbara A. Gutek, University of Arizona, *Discussant*

Submitted by Ann Marie Ryan, ryanan@msu.edu

268. Master Tutorial: 1:30 PM–2:50 PM Continental 1
One and one-half (1½) CE credits for attending! Register at the session.

How People Change: The Transtheoretical Model of Behavior Change

Planned organizational change efforts can be dramatically improved by implementing evidence-based psychological techniques for changing individuals' behavior. Five such approaches are highlighted, including detailed presentation of the transtheoretical model, which has demonstrated success in changing the health behaviors of reticent participants. Theories are supplemented by practical implications for organizational consultants.

Paul M. Mastrangelo, Genesee Survey Services, Inc., *Presenter*
James Prochaska, University of Rhode Island, *Presenter*
Janice Prochaska, Pro-Change Behavior Systems, Inc., *Presenter*

Submitted by Paul Mastrangelo, paul.mastrangelo@gensurvey.com

269. Symposium/Forum: 1:30 PM–2:50 PM Continental 2

Occupation/Industry Focused Studies of Safety Climate

The concept of safety climate is receiving increasing attention from both researchers and practitioners as a factor that can help reduce workplace injuries and accidents. This symposium presents recent findings regarding how safety climate can be measured and conceptualized across a variety of different occupations and industries.

James W. Grosch, NIOSH/CDC, *Chair*
Robert R. Sinclair, Portland State University, James Martin, Wayne State University, Lindsay Sears, Portland State University, *Retail Employees' Perceived Safety Climate and Hazard Exposure Outcomes*
Nik Chmiel, Queen's University Belfast, Isabelle Hansez, University of Liege, *Perceived Safety Climate and Job Resources: Relationships With Safety Behavior*
Konstantin Cigularov, Colorado State University, Peter Y. Chen, Colorado State University, April E. Smith, Colorado State University, *Safety Training Transfer Climate and Communication in Predicting Injury Reports*
James W. Grosch, NIOSH/CDC, Lawrence Murphy, NIOSH/CDC, *The Role of Management Commitment to Safety*
Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety, Peter Y. Chen, Colorado State University, Sarah DeArmond, Colorado State University, *Industry Type and Injury Risk: The Role of Safety Climate*
Mark Griffin, University of Sheffield, Andrew Neal, The University of Queensland, *Safety Climate and Safety Behavior Across Organizations*

Submitted by James Grosch, jkg9@cdc.gov

270. Symposium/Forum: 1:30 PM–2:50 PM Continental 5

Benefits and Challenges of Online and Unsupervised Adaptive Testing

On a global scale, companies of all sizes have embraced e-recruiting and unsupervised, online assessment of candidates as a standard hiring practice. This symposium provides insight into a next step in online testing methods through examination of P&G's development of an online, unsupervised adaptive cognitive ability test.

Robert E. Gibby, Procter & Gamble, *Chair*
Rodney A. McCloy, HumRRO, *Chair*
Daniel Segall, U.S. Defense Manpower Data Center, Rodney A. McCloy, HumRRO, *Verification Testing in Unproctored, High-Stakes Test Programs*
Kirk Fischer, Development Dimensions International, Evan F. Sinar, Development Dimensions International, *System Development and Quality Assurance of an Online Adaptive Test*

Emily J. Bailey, Central Michigan University, Evan F. Sinar, Development Dimensions International, *Configuration of a Candidate Portal to Deliver Online Adaptive Tests*

Robert E. Gibby, Procter & Gamble, Andrew Michael Biga, Procter and Gamble, Angela K. Pratt, Procter & Gamble, Jennifer L. Irwin, Procter & Gamble Company, *Online and Unsupervised Adaptive Cognitive Ability Testing: Lessons Learned*

Donald L. Zink, Personnel Management Decisions, *Discussant*

Submitted by Robert Gibby, gibby.re@pg.com

271. Symposium/Forum: 1:30 PM–2:50 PM
Continental 6

Recent Research on Retesting and Its Implications for Selection

Despite the prevalence of applicant retesting, much remains unknown about retest effects. Presenters will address conceptual and empirical issues related to candidate retesting, across both cognitive and noncognitive measures and basic and applied research settings. The audience will have an opportunity to participate in discussing implications for selection practice.

John P. Hausknecht, Cornell University, *Chair*

Deidra J. Schleicher, Purdue University, Chad H. Van Iddekinge, Florida State University, Frederick P. Morgeson, Michigan State University, Michael A. Campion, Purdue University, *Demographic Differences in Improvement With Retesting*

John P. Hausknecht, Cornell University, Michael J. Howard, Harrah's Entertainment, *Propensity to Retest and Personality Test Practice Effects*

Amy C. Hooper, University of Minnesota, Paul R. Sackett, University of Minnesota, Marissa Rootes, University of Minnesota, Jana Rigdon, University of Minnesota, *Retaking Personality Measures After Failure: Changes in Scores and Strategies*

Jane A. Halpert, DePaul University, Kyle G. Gerjerts, Depaul University, Laura Miller, DePaul University, Marc A. Lukasik, DePaul University, Thomas Fritts, DePaul University, *Personality Tests Used for Selection: Practice Effects*

Submitted by John Hausknecht, jph42@cornell.edu

272. Symposium/Forum: 1:30 PM–2:50 PM
Continental 7

Leadership Development: Scientist–Practitioner Reports From the Field

This symposium addresses contemporary conceptual issues in leadership development through field research at individual, team, and organizational levels. Three papers report scientist–practitioner collaboration using grounded theory approaches to develop, refine, and preliminarily test questions regarding individual executive adaptability, team shared intent, and the emergence of leadership at the organizational level.

Jeffrey L. Herman, George Mason University, *Chair*

Gerald F. Goodwin, U.S. Army Research Institute, *Chair*

Patricia M.G. O'Connor, Center for Creative Leadership, David V. Day, Singapore Management University, *Leadership Capacity for Innovation in the Biotech Industry*

Gerald F. Goodwin, U.S. Army Research Institute, Kara L. Orvis, Aptima, Lisa Gulick, George Mason University, Tyrone Jefferson, Aptima, Inc., *Enhancing Leader Team Adaptability: Validation of a Training Tool*

Jeffrey L. Herman, George Mason University, Cathie L. Murensky, Booz Allen Hamilton, Elizabeth A, Conjar, George Mason University, Jean Leslie, Center for Creative Leadership, Stephen J. Zaccaro, George Mason University, *Executives in Transition: Frame Changing Skill for Adaptive Leadership*

Cynthia D. McCauley, Center for Creative Leadership, *Discussant*

Submitted by Jeffrey Herman, jherman@alumni.duke.edu

273. Symposium/Forum: 1:30 PM–2:50 PM
Continental 8

Leadership in Groups and Teams: How and Why It Matters

Although teams are a popular way to design work, many questions remain about how to best lead teams. This symposium presents diverse empirical research that identifies effective leadership structures and the processes that explain how leaders influence their followers, particularly when followers work in teams.

Frederick P. Morgeson, Michigan State University, *Chair*

David T. Wagner, Michigan State University, *Chair*

Larisa Belau, DePaul University, Suzanne T. Bell, DePaul University, Andrea Briggs, DePaul University, *Effects of Assigned, Rotated, and Emergent Leadership on Team Performance*

Paul E. Tesluk, University of Maryland, Suzanne Edinger, University of Maryland, John E. Mathieu, University of Connecticut, Michael Kukenberger, University of Connecticut, Charlotte R. Gerstner, Personnel Decisions International, *Social Capital in Teams: Team Leadership, Peer Networks, and Performance*

David T. Wagner, Michigan State University, Remus Ilies, Michigan State University, Frederick P. Morgeson, Michigan State University, *Transformational Leadership of Teams: Understanding Affective, Motivational, and Performance Outcomes*

Bradley Kirkman, Texas A&M University, Gilad Chen, University of Maryland, Jiing-Lih (Larry) Farh, Hong Kong University of Science and Technology, Zhen Xiong Chen, Australian National University, Kevin B. Lowe, University of North Carolina-Greensboro, Bor-Shiuan Cheng, National Taiwan University, *Power Distance and Reactions to Transformational Leaders: Cross-Cultural Examination*

Stephen J. Zaccaro, George Mason University, *Discussant*

Submitted by David Wagner, WagnerD@bus.msu.edu

274. Panel Discussion: 1:30 PM–2:50 PM
Continental 9

Applicant-Faking Behavior Through the Practitioner's Lens

Although personality measures have become a staple in selection procedures, concerns about applicant faking persist. The invited group of expert practitioner panelists will discuss how faking research has impacted their practice and how faking researchers can focus their studies to address the needs of selection professionals and clients.

Richard L. Griffith, Florida Institute of Technology, *Chair*
Scott C. Erker, DDI, *Panelist*
Matthew O'Connell, Select International, *Panelist*
Richard T. Cober, Marriott International, *Panelist*
Doug Waldo, CraftSystems Inc., *Panelist*
Joyce C. Hogan, Hogan Assessment Systems, *Panelist*

Submitted by Richard Griffith, griffith@fit.edu

275. Interactive Posters: 1:30 PM–2:20 PM
Executive Board Room

Stop Being so Sensitive: Social Undermining and Aggression

275-1 The Factor Structure of Supervisor and Coworker Social Undermining

This research clarifies the dimensionality of social undermining in the workplace. Consistent with the conceptual definition of social undermining, factor analyses of perpetrator specific behaviors verified that social undermining consists of 2 factors: Interpersonal Hostility and Interpersonal Obstructionism.

David,Birkelbach, St. Mary's University
Gregory Pool, St. Mary's University
Submitted by David Birkelbach, genuineche@hotmail.com

275-2 Abusive Supervision: Employees' Responses to Anger and Frustration

This study examines the role of anger and frustration in affecting the relationship between abusive supervision and workplace deviance and turnover intentions. The results indicate that adverse emotional reactions instigated by abusive supervision are significant predictors of employees' negative responses.

Vivien K G. Lim, National University of Singapore
Paraskevi Christoforou, National University of Singapore
Submitted by Paraskevi Christoforou, christoforou@nus.edu.sg

275-3 Consequences of Social Undermining and Support: A Meta-Analysis

Relatively little scientific investigation comparing the effects of social undermining and support exist. This study employs meta-analysis to cumulate and contrast consequences of undermining and support. Comparative meta-analytic findings suggest a need to formulate more complex theoretical frameworks to understand these phenomenon.

Atul Mitra, University of Northern Iowa
Michelle Duffy, University of Minnesota
Matthew Bowler, Oklahoma State University
Submitted by Michelle Duffy, duffy111@umn.edu

275-4 Relationships Among Supervisor and Coworker Social Undermining and Workplace Retaliation

This research investigates retaliatory behaviors and a perpetrator specific model of social undermining with 2 factors: Interpersonal Hostility and Interpersonal Obstructionism.

Results revealed that victims of supervisor undermining retaliated when undermining was obstructing but not when hostile. Victims of coworker undermining retaliated whether the undermining behavior was hostile or obstructing.

Gregory Pool, St. Mary's University
David Birkelbach, St. Mary's University
Submitted by Gregory Pool, gpool@stmarytx.edu

276. Community of Interest: 1:30 PM–2:50 PM
Franciscan A

Leadership Talent Management
Robert B. Kaiser, Kaplan DeVries Inc., *Host*
Robert F. Silzer, Human Resource Assessment & Development, *Host*

277. Special Events: 1:30 PM–2:50 PM
Grand Ballroom A

📖 Connecting Education to Practice
The goal of this session is to present best practice, expert insights, and practical guidance as to how I-O education can better prepare practitioners to successfully enter the workforce and positively impact the profession. Thought leaders will guide the audience through 4 critical areas of I-O education and encourage innovations.

Sara P. Weiner, Kenexa, *Chair*
John D. Arnold, Polaris Assessment Systems, *Presenter*
Bruce M. Fisher, Illinois Institute of Technology, *Presenter*
Richard Moffett, Middle Tennessee State University, *Presenter*
Allan H. Church, PepsiCo, *Presenter*
Angela K. Pratt, Procter & Gamble, *Presenter*
Janet L. Barnes-Farrell, University of Connecticut, *Presenter*
Joe Colihan, IBM, *Presenter*
Richard A. Guzzo, Mercer HR Consulting, *Presenter*
Jennifer Z. Gillespie, Bowling Green State University, *Presenter*
P. Richard Jeanneret, Valtera, *Presenter*
James L. Outtz, Outtz and Associates, *Presenter*
Walter C. Borman, Personnel Decisions Research Institutes and University of South Florida, *Presenter*

278. Poster Session: 1:30 PM–2:50 PM
Grand Ballroom B

Leadership

278-1 Using Cases as a Proxy for Experience in Leadership Development

This study examines the role of group discussion, guidance, and case detail on a case-based approach to developing leadership. Results suggest that discussion combined with no guidance in the questions is beneficial to learning. Instructional designers should also balance the number of cases with the amount of information in them.

Matthew Allen, University of Oklahoma
Shane Connelly, University of Oklahoma
Submitted by Matthew Allen, mattallen@ou.edu

278-2 Effects of Leader Race and Leader Mistake on Patronizing Behaviors

Using experimental methods, this study found that under conditions of mistakes, Black and White managers are given similar nonzero-sum behaviors (i.e., leader evaluations) but are not given the same zero-sum resources (i.e., salary assignment).

Sarah Singletary, Rice University
Juan Madera, Rice University
Michelle (Mikki) Hebl, Rice University
Submitted by Sarah Singletary, sarahlbs@rice.edu

278-3 An Investigation of U.S. Presidents' Metaphor Use During Conflict

Metaphors used in oral communication provide leaders with a tool to quickly convey complicated concepts to their followers. The intent of this study was to examine the differences in metaphor usage in State of the Union Addresses based on leader style, power orientation, and era.

Dawn Eubanks, University of Oklahoma
Amanda Angie, University of Oklahoma
Laura Martin, University of Oklahoma
Josh Davis, University of Oklahoma
Andrew Vert, University of Oklahoma
Submitted by Amanda Angie, aangie@psychology.ou.edu

278-4 An Examination of High-Level Leader–Leader Interactions

Relatively little is known regarding how leaders interact or work together. Given the importance of such questions, especially when considering leaders who have the potential to influence organizational developments, the intent of this study was to examine the leader–leader relationships of charismatic, ideological, and pragmatic leaders.

Katrina Bedell Avers, University of Oklahoma
Sam Hunter, The Pennsylvania State University
Amanda Angie, University of Oklahoma
Dawn,Eubanks, University of Oklahoma
Michael Mumford, University of Oklahoma
Submitted by Katrina Bedell Avers, kbedell@psychology.ou.edu

278-5 Invisible Leadership: Gender, Emotional Intelligence, and Performance and Potential Ratings

The impact of gender and emotional intelligence competencies on assessments of leadership performance and potential was studied. For men, results showed positive relationships between working with others competencies and performance, and between leading others' competencies and potential ratings, yet, for women these relationships were negative. Implications are discussed.

Margaret M. Hopkins, University of Toledo
Alison Broadfoot, Bowling Green State University
Deborah A. O'Neil, Bowling Green State University
Diana Bilimoria, Case Western Reserve University
Submitted by Alison Broadfoot, balison@bgnet.bgsu.edu

278-6 A Qualitative Meta-Analysis of Leader Performance

Leadership is widely studied across many domains including psychology, management, and sociology. This paper reviewed how various disciplines define and measure leader performance, looking for commonalities and gaps. A taxonomy of leader performance is presented, followed by the results of a qualitative meta-analysis of multiple disciplines' conceptualizations of leader performance.

Rebecca Fraser, The George Washington University
Johnathan Nelson, The George Mason University
Jessica Deares, The George Washington University
Stephen Zaccaro, The George Mason University
Submitted by David Costanza, dcostanz@gwu.edu

278-7 The Role of Charismatic and Autocratic Leadership on Organizational Commitment

This study examined the effect of leadership style (charismatic, noncharismatic, or autocratic) on organizational commitment (affective and continuance). Leadership was manipulated using a vignette describing a hypothetical leader. Results indicated that employees showed greater affective and continuance commitment when working with a charismatic leader than an autocratic or noncharismatic leader.

Amanda Yancey, LASD
Ayse Nurcan Ensari, Alliant International University
Submitted by Ayse Nurcan Ensari, nensari@hotmail.com

278-8 Criticism and the Reactions of Outstanding Leaders and Their Followers

High-level leaders frequently face criticism. Their responses to these criticisms can not only affect the reaction of their followers but also their successful resolution of the topic being contested. The intent of this study was to examine leader and follower reactions to different types of criticisms.

Dawn Eubanks, University of Oklahoma
Tamara Friedrich, University of Oklahoma
Lauren Blackwell, University of Oklahoma
Alison Antes, University of Oklahoma
Jared Caughron, University of Oklahoma
Michael Mumford, University of Oklahoma
Submitted by Dawn Eubanks, deubanks@psychology.ou.edu

278-9 Personality and Transformational Leadership: An Empirical Study in China

This study, conducted in China, examines how leader's personality traits relate to subordinate-rated transformational leadership behavior and, in turn, several subordinate outcomes. Chinese cultural characteristics were used to develop research hypotheses. Results showed that Conscientiousness and Extraversion were the 2 significant predictors of transformational leadership.

Hui Meng, East China Normal University
Jinyan Fan, Hofstra University
Ruijian Zhang, Sun Yet-Sen University
Submitted by Jinyan Fan, fanjinyan@yahoo.com

278-10 Reexamination of the Joint Relationship of Leader Consideration and Structure

This paper investigated the joint relationship between consideration and structure with leaders' performance in attaining people-oriented and task-based goals. These relationships were examined using ratings from 2 administrations of a multisource feedback system (developmental and administrative purposes) and based on 3 perspectives of raters (supervisor, self, and peers/subordinates).

Tamara Giluk, University of Iowa
Ryan Zimmerman, Texas A&M University
Michael Mount, University of Iowa
Maynard Goff, Personnel Decisions International
Submitted by Tamara Giluk, giluktam@yahoo.com

278-11 Leadership, Employee Well-Being, and Organizational Citizenship Behaviors

This study examined consideration and initiating structure leadership behaviors and employee well-being as predictors of organizational citizenship behaviors (OCBs). It was found that leadership is especially predictive of OCBs when employee well-being is high, indicating that leadership may potentiate the effects of employee well-being.

Tiffany Greene-Shortridge, Clemson University
Thomas Britt, Clemson University
Eric McKibben, Clemson University
Heather Odle-Dusseau, Clemson University
Hailey Herleman, Clemson University
Submitted by Tiffany Greene-Shortridge, tmgreen@clemson.edu

278-12 Follower Characteristics and Leadership Preferences

Although objective evidence exists to champion 1 leadership style over another, this study suggests that follower characteristics play an important role in determining leader attractiveness. Followers' preferences for leadership were a function of, and interaction between, leader–follower similarity and follower self-worth.

Colette Hoption, Queen's University
Julian Barling, Queen's University
Submitted by Colette Hoption, choption@business.queensu.ca

278-13 Impact of Context on Charismatic, Ideological, and Pragmatic Leaders

To investigate a new model of outstanding leadership comprised of charismatic, ideological, and pragmatic leaders, an experiment was conducted using a computerized leadership simulation. Two contextual influences were investigated: situation-framing and complexity. Results indicate that leader type and situational factors significantly impacted task and creative performance.

Brandon Vessey, University of Oklahoma
Katrina Bedell Avers, University of Oklahoma
Sam Hunter, Penn State University
Submitted by Sam Hunter, samhunter@psu.edu

278-14 Executive and Senior Leader Development: A Best Practices Review

For many organizations, internal executive development programs represent the best and most viable solution to meeting their executive talent needs. Although considerable time and resources are spent on executive development programs, many of these initiatives produce mixed results. This review examines the best practices that differentiate successful from unsuccessful programs.

Michael Ingerick, HumRRO
Beverly Dugan, HumRRO
Joseph Caramagno, HumRRO
Jennifer Foil, ROI Institute
Mimika Maloutas , HumRRO
Submitted by Michael Ingerick, mingerick@humrro.org

278-15 Ethical Leadership at Work Questionnaire (ELW): Development and Validation

This paper reports the development of a questionnaire for measuring multiple dimensions of ethical leadership, including fairness, consistency, ethical guidance, consideration, power sharing, role clarification, and concern for sustainability. In separate studies, 226 employees and 141 manager–subordinate dyads filled out questionnaires. Analyses revealed sound reliability and construct and discriminant validity.

Deanne Den Hartog, University of Amsterdam
Annebel de Hoogh, University of Amsterdam
Submitted by Karianne Kalshoven, k.kalshoven@uva.nl

278-16 Toward an Integration of Leadership Theories

Evidence is presented regarding the relationships among transformational leadership, initiating structure, and consideration. Furthermore, it is contended that the behaviors involved in transformational leadership are fundamentally the same behaviors that are involved in consideration, and evidence is offered for this contention using correlations and confirmatory factor analysis.

Michael Kemp, Central Michigan University
Terry Beehr, Central Michigan University
Neil Christiansen, Central Michigan University
Kevin Love, Central Michigan University
Submitted by Michael Kemp, kemp1mr@cmich.edu

278-17 Leadership Influence Processes Across Levels in Knowledge-Based Organizations

The role of leaders in knowledge-based organizations is to effectively manage various knowledge management activities. In line with this view, this paper conceptually presents how transformational leaders can impact organizational innovation as an outcome of effective knowledge management, focusing on the leadership influence processes across organizational and individual levels.

Jung Hwan Kim, State University of New York, Binghamton
Submitted by Jung Hwan Kim, jhkim@binghamton.edu

278-18 Effects of Power-Based Leadership on Innovative Behaviors at Work

The study develops a model that explains how selected power bases used by a superior affect a middle manager's innovation-related cognitions, behaviors, and innovation-blocking behaviors. Results of the study confirm the hypotheses on the differential effects of the wielded power bases in the context of innovation.

Diana Krause, University of Western Ontario

Submitted by Diana Krause, dkrause2@uwo.ca

278-19 The Power Sharing Paradox: Participative Charismatic Leaders and Subordinate Dependency

Relations between perceived job outcomes, charismatic/participative leadership, and need for leadership were investigated using South Pacific CEO's and top-level management teams. Results indicated that charismatic leadership mediates the relations between job outcomes and leadership need. Additionally, subordinates of these leaders need more leadership from their CEOs.

Reinout E. de Vries, VU University Amsterdam
Anthony Paquin, Western Kentucky University
Raghuvar D. Pathak, The University of the South Pacific

Submitted by Anthony Paquin, tony.paquin@wku.edu

278-20 Exploring Charismatic Leadership: A Test of Self-Concept Theory

This study tests an existing model of how charismatic leaders motivate individuals through enacting self-concept mechanisms. Presidential speeches were coded for messages proposed to enact these mechanisms. Message counts were compared to charismatic leadership ratings. Findings suggest that charismatic leaders deliver more collectivist and distal goals messages.

Michael Rossi, University of South Florida
Kristen Shockley, University of South Florida
Dan Ispas, University of South Florida
Kevin Loo, University of South Florida
Kristin Saboe, University of South Florida
Neha Singla, University of South Florida
Frederick Stilson, University of South Florida

Submitted by Michael Rossi, michael.e.rossi@excite.com

278-21 Power and Leader Self-Allocations: Can Powerless Leaders Also Be Corrupt?

This paper examined how power influences leader self-allocations out of a shared resource pool. It proposes that power interacts with leader relative performance-evaluations vis-à-vis followers in predicting leader self-allocations. An experimental and a survey study showed that low-power leaders claimed more or less resources than high-power leaders, contingent on their relative performance.

Diana Rus, Erasmus University Rotterdam
Daan van Knippenberg, Erasmus University Rotterdam
Barbara van Knippenberg, Free University Amsterdam

Submitted by Diana Rus, drus@rsm.nl

278-22 Using Network Analysis to Investigate the Structure of Leadership Schemas

Using the information processing perspective to understand leadership phenomena, this paper uses social network analytic techniques to operationalize and investigate cognitive schemas as networks of leadership attributes. Support was found for the hypotheses that understanding schema structure, rather than just schema content, improves our ability to predict ratings of leaders.

Andrew Schmidt, University of Maryland
Paul Hanges, University of Maryland

Submitted by Andrew Schmidt, aschmidt@psyc.umd.edu

278-23 Why They Don't See Eye-to-Eye: Meta-Analytically Examining LMX Agreement

Research has shown poor convergence among leaders and subordinates in leader–member exchange (LMX) ratings. This study explored what might account for the poor agreement. Longer relationship tenure, smaller spans of control, affectively oriented relationship dimensions, ad hoc sampling techniques, and published studies showed the highest levels of agreement.

Hock-Peng Sin, Michigan State University
Jennifer Nahrgang, Michigan State University
Frederick Morgeson, Michigan State University

Submitted by Hock-Peng Sin, hpsin@bus.msu.edu

278-24 Fortune Favors the Bold? Vision Rhetoric in Times of Crisis

This study shows that leaders that emphasize reaching gains despite the risks involved are deemed more competent than leaders that emphasize avoiding losses due to the risks involved in times of crisis because their visions are perceived to be more inspirational, but the reverse is true in times of prosperity.

Daan Stam, Erasmus University
Daan van Knippenberg, Erasmus University Rotterdam
Barbara van Knippenberg, Free University Amsterdam

Submitted by Daan Stam, dstam@rsm.nl

278-25 Leader Behaviors as Predictors of Innovative Climate in Virtual Teams

Leaders in new roles face a challenging, changing environment, particularly those who lead virtual teams. Using 562 ratings of 98 leaders, it was found that leaders' execution behaviors resulted in better performance in their new role and a stronger team climate for innovation. Implications for researchers and practitioners are discussed.

Cathleen Swody, Leadership Research Institute
Steven Rumery, Leadership Research Institute
Stephen Lambert, Pfizer Inc.

Submitted by Cathleen Swody, Cathy.Swody@lri.com

278-26 Examining the Effects of Authentic Leadership Behavior Using 360 Assessments

Authentic leadership is gaining both popularity and notoriety in the leadership literature; however, little research exists that examines this concept in an organizational setting. In this study, authentic leadership behaviors were related to the leader's ability to handle pressure and influence others, along with overall ratings of leadership excellence.

Matthew Tuttle, University of South Florida
Submitted by Matthew Tuttle, mtuttle2@mail.usf.edu

278-27 When Positive and Negative Leader Affective Displays Benefit Follower Performance

We investigated when positive and negative leader affective displays benefit follower performance, for different tasks. Results showed that participants with a leader displaying happiness performed better on a creative (drawing) than an analytical (sudoku) task. Participants with a leader displaying sadness performed better on the analytical than the creative task.

Victoria Visser, RSM, Erasmus University Rotterdam
Daan van Knippenberg, Erasmus University Rotterdam
Gerben van Kleef, University of Amsterdam
Barbara van Knippenberg, Free University Amsterdam
Submitted by Victoria Visser, vvisser@rsm.nl

278-28 Effects of GMA and LMX on Task and Contextual Performance

The authors explored the joint effects of general mental ability and the relational effectiveness of the supervisor (operationalized as the supervisor's mean leader–member exchange score) on both task performance and job dedication. The results indicated that their joint effects were interactive on job dedication but not task performance.

Ari Malka, University of Houston
L. Witt, University of Houston
Emily David, University of Houston
Evan Weinberger, University of Houston
Submitted by L. Witt, witt@uh.edu

278-29 Authentic Leadership: An Integrative Definition and Attribute Profile

In this conceptual piece, authentic leadership theory is reviewed. Based on a review of the literature, (a) an integrative definition of authentic leadership is proposed, and (b) an authentic leader attribute profile is presented. Directions for future research are discussed.

Gabrielle Wood, Christopher Newport University
Stephen Zaccaro, George Mason University
Michael Matthews, United States Military Academy
Submitted by Gabrielle Wood, gmwood1@gmail.com

278-30 Need for Achievement and Leader Effectiveness: A Meta-Analysis

This meta-analysis examines the relationship between need for achievement and leader effectiveness. The definition and measurement of both concepts are examined in depth. Studies assessing achievement in relation to leader effectiveness were analyzed. Results indicate that high need for achievement will result in higher levels of leader effectiveness.

Kara Argus, Clemson University
Mark Zajack, Clemson University
Submitted by Mark Zajack, zajack@clemson.edu

278-31 Authentic Transformational Leadership and Follower Moral Decision Making

Results from a true field experiment revealed that authentic transformational leadership behavior has a positive effect on follower moral identity and follower moral decision making. Results revealed that follower moral identity mediated and moral intensity moderated the effect of authentic transformational leadership behavior on follower moral decision making.

Bruce Avolio, University of Nebraska
Fred Walumbwa, Arizona State University
Submitted by Weichun Zhu, weichun.zhu@cmc.edu

278-32 Leader–Member Exchange and Work–Family Interactions: The Mediating Role of Stress

This paper examines the relationship between leader–member exchange (LMX) relationships, and work–family conflict/facilitation (WFC, WFF), and considers the mediating role of challenge- and hindrance-related stressors. Data from 2 samples partially supported hypotheses linking components of LMX and WFC/WFF, revealing the mediating role of hindrance-related stress in the LMX-WFC/WFF relationship.

Satoris Youngcourt, Kansas State University
Ann Huffman, Northern Arizona University
Rachel Alden-Anderson, University of Wisconsin-River Falls
William Weyhrauch, Kansas State University
Travis Tubre', University of Wisconsin-River Falls
Submitted by Satoris Youngcourt, toriy@ksu.edu

279. Symposium/Forum: 1:30 PM–2:50 PM Imperial B

Beyond the Numbers: Engaging Corporate Leaders in Employee Research Findings

Survey practitioners from 3 organizations discuss the results of employee research programs and their efforts to engage leaders in understanding and applying research insights. Concrete steps to gain leadership attention and explain findings and implications are presented, with the purpose of identifying best practices applicable across organizations.

Kelly R. Harkcom, Towers Perrin-ISR, *Chair*
Alison D. Jerden, The Coca-Cola Company, *Linkage Research in Organizations: It's Not Just for Zebras*
Maren Trader, Chevron Corporation, *Influencing Employee Engagement Through Leader Behavior*
Albert Siu, Boston Scientific, *Unpacking Leadership Event Sequences Through Critical Incident Interviews*
Patrick Kulesa, Towers Perrin-ISR, *Discussant*

Submitted by Kelly Harkcom, kelly.harkcom@isrinsight.com

280. Symposium/Forum: 1:30 PM–2:50 PM
Yosemite A

Implementing New Technology Into Different Organizations' Selection Systems

As we continue to move further into a technology-driven world, more and more global organizations are implementing new technology into their selection processes. Industry I-O practitioners discuss what it takes to implement new technology, provide tips, and share rewards gained by utilizing advanced selection systems.

Anna M. Safran, HRMC, *Chair*
Mark H. Ludwick, Wachovia Corporation, Laura Baranowski, Wachovia Corporation, *Integrating Stakeholder Input Into Your Selection Technology Projects*
Kari Bruursema, Verizon Wireless, Adam Shoemaker, University of South Florida, *Development and Implementation of an Online, Unproctored Assessment*
Laura Mastrangelo, Frito-Lay North America, *Transitioning Into an Online Selection Process and the Journey Continues…*
Charles A. Handler, Rocket-Hire, *Trends in Employee Selection–Expectations for the Near Future*

Submitted by Anna Safran, asafran@hrmc.com

281. Symposium/Forum: 1:30 PM–2:50 PM
Yosemite B

The Role of Employer Image on Recruitment Processes and Outcomes

Employer image is a key predictor of important recruitment outcomes. The papers in this symposium adopt varying operationalizations of employer image, present data collected across a variety of contexts, and offer unique insights into the role of employer image on recruitment processes and outcomes.

Crystal M. Harold, Indiana University-Purdue University Indianapolis, *Chair*
Greet Van Hoye, Ghent University, *Social Influence: A Dyadic Study of Organizational Image and Attractiveness*
Edgar Kausel, University of Arizona, Jerel E. Slaughter, University of Arizona, *Predicting Organizational Attractiveness: The Importance of Narrow Personality Traits*
Zachary J. Steiner, Indiana University-Purdue University Indianapolis, Crystal M. Harold, Indiana University-Purdue University Indianapolis, *Is Image Malleable? Effects of Publicity on Image and Attractiveness*
Brian R. Dineen, University of Kentucky, Ian Williamson, Melbourne Business School, *Effects of Environmental and Organizational Attributes on Recruitment Message Orientation*
Daniel B. Turban, University of Missouri, *Discussant*

Submitted by Crystal Harold, charold@iupui.edu

282. Symposium/Forum: 1:30 PM–2:50 PM
Yosemite C

Comparing Empirical Keying Methods

Empirically keyed instruments traditionally offer high utility. However, empirical keying methods have not been extensively compared. This symposium presents 3 papers comparing empirical keying methodologies and offers some advice to practitioners about conditions under which practitioners might favor one methodology over another.

Alan D. Mead, Illinois Institute of Technology, *Chair*
William L. Farmer, FedEx Express, *Biodata Keying: Impacts of Scaling Method, Sample Size, and Criterion*
Mark W. Tawney, Illinois Institute of Technology, Alan D. Mead, Illinois Institute of Technology, Arlene P. Green, Frito-Lay, Inc, Emily G. Solberg, Valtera, *Empirical Keying of Personality-Oriented Data: Development and Comparison of Methods*
Alan D. Mead, Illinois Institute of Technology, *A Comparison of K-Fold and Leave-One-Out Cross-Validation of Empirical Keys*
Craig J. Russell, University of Oklahoma, *Discussant*

Submitted by Alan Mead, mead@iit.edu

283. Special Events: 2:00 PM–2:50 PM
Continental 3

Distinguished Early Career Contributions Award Winner Motivation in and of Teams: A Multilevel Journey

The proliferation of teams in organizations necessitates better understanding of work motivation as multilevel phenomena involving individuals as well as teams. This presentation will delineate a multilevel theory of motivation in and of teams (Chen & Kanfer, 2006) and summarize a program of research supporting various components of the theory.

Richard J. Klimoski, George Mason University, *Chair*
Gilad Chen, University of Maryland, *Presenter*

284. Symposium/Forum: 2:00 PM–2:50 PM
Continental 4

Stigmatized in the Workplace: Perceived Stereotypes Are Just the Beginning

LGBT issues in the workplace are an important, yet relatively unexplored topic in the literature. This symposium consists of presentations examining workplace issues relevant to LGBT employees, including stereotypes, employee attitudes, and gender differences. We attempt to create greater understanding of LGBT employees' unique workplace experiences.

Heather Graham, Batrus Hollweg International, Autumn Zwick, University of Texas at Arlington, Stephanie Church, University of Texas at Arlington, Mark C. Frame,

University of Texas at Arlington, Jared Kenworthy, University of Texas at Arlington, *The Affects of Disclosure of Stigmatized Status on Homophobia*

Shawn DelDuco, Sirota Survey Intelligence, Justin G. Black, Baruch College, City University of New York, *Acceptance and Inclusion in the Workplace: Experiences of LGBT Employees*

Frank Golem, Teachers College, Benjamin E. Liberman, Columbia University, *Think Managers, Think Male, Stereotypes of Gay and Lesbian Managers*

Walter Reichman, Sirota Survey Intelligence, *Discussant*

Submitted by Walter Reichman, walter_reichman@baruch.cuny.edu

285. Symposium/Forum: 2:00 PM–2:50 PM
Franciscan C

Rethinking the Concept of Culture for Use in Organizational Psychology

Recent criticisms have arisen with regard to how culture is commonly construed and measured in organizational research. This symposium offers new insights into how culture can be better defined and measured so as to more accurately capture the nature of individual and group-level cultural differences.

Jennifer Klafehn, University of Illinois at Urbana-Champaign, *Chair*

Chi-Yue Chiu, University of Illinois at Urbana-Champaign, *Chair*

Garriy Shteynberg, University of Maryland, Michele J. Gelfand, University of Maryland, Kibum Kim, Sungkyunkwan University, *Culture and the Explanatory Power of Descriptive Norms*

Xi Zou, Columbia University, Michael Morris, Columbia University, Chi-Yue Chiu, University of Illinois at Urbana-Champaign, *The Influence of Perceived Ingroup Values on Social Cognition*

Jennifer Klafehn, University of Illinois at Urbana-Champaign, Louis Tay, University of Illinois at Urbana-Champaign, Chi-Yue Chiu, University of Illinois at Urbana-Champaign, *Motivation Profiles: A New Way to Conceptualize and Measure Culture*

Submitted by Jennifer Klafehn, klafehn2@uiuc.edu

286. Symposium/Forum: 3:30 PM–4:20 PM
Continental 7

Predicting and Developing Leader Social Awareness and Influence

A theoretical model of leadership social awareness and influence is presented followed by a combination of empirical and applied papers that examine methods for predicting, measuring, and developing leader influence skills. The results and implications of these studies are discussed, with particular emphasis on their implications for training leaders.

Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, *Chair*

Timothy P. McGonigle, ICF International, *Chair*

Erin Swartout, PDRI, Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, Courtney L. Morewitz,

GWU/PDRI, Timothy P. McGonigle, ICF International, Cody Martin, ICF International, Sena Garven, U.S. Army Research Institute, *Developing Leader Social Awareness and Influence in the Classroom*

Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, Lisa Lutz, Solutions for Information Design, Thomas Caldwell, Solutions for Information Design, Erin Swartout, PDRI, Michael T. Ford, George Mason University, Johnathan Nelson, George Mason University, Lindsey Firme, Personnel Decisions Research Institutes, Inc., Kevin Smith, George Mason University, *Web-Based Assessment and Development of Social Awareness and Influence*

Timothy P. McGonigle, ICF International, Carolyn M. Parish, Caliber, an ICF International Company, Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, Erin Swartout, PDRI, Sena Garven, U.S. Army Research Institute, *Individual Difference Predictors of Leader Influence Success*

Submitted by Rose Mueller-Hanson, rose.hanson@pdri.com

287. Symposium/Forum: 3:30 PM–4:20 PM
Continental 8

Transforming Leadership Through Talent Development Programs

This forum focuses on the collaborative efforts between Collective Brands, Inc. and Development Dimensions International in addressing the increasing leadership challenges facing organizations today.

Kevin W. Cook, Development Dimensions International, *Chair*

Charles Gerhold, Hudson Highland Group, *Chair*

Terrance W. Gaylord, Payless ShoeSource, *Transforming Leadership Through the Development of Talent Management Initiatives*

Alan G. Frost, Darden Restaurants, *Transforming Leadership Through the Development of an Agile "Learning Organization"*

Lyse Wells, Payless ShoeSource, *Practical Strategies for Building Talent and Bench Strength*

Submitted by Terrance Gaylord, terry_gaylord@payless.com

288. Symposium/Forum: 3:30 PM–4:20 PM
Continental 9

Practical Considerations and Future Directions in Job Analysis and Specification

As the cornerstone of a plethora of I-O interventions, job analysis and specification are critical to creating effective systems that provide value to the organizations they are created for. This symposium will present research on practical considerations, efficacy of various techniques, and future trends in job analysis.

Christine Murphy, Taleo, *Chair*

Charles A. Handler, Rocket-Hire, *The Role of Job Analytics in Productization of Preemployment Assessment*

Corinne D. Mason, Development Dimensions International, Lilly Lin, Development Dimensions International, *Applying Streamlined Job Analysis Procedures to Selection System Design*

Christine Murphy, Taleo, Nathan J. Mondragon, Taleo, Lisa Kobe Cross, Taleo, D. Apryl Rogers Brodersen, Metropolitan State College of Denver, *An Examination of Holistic and Decomposed Ratings for Job Specification*
Robert J. Harvey, Virginia Tech, *Discussant*

Submitted by Christine Murphy, Christine.Murphy2007@yahoo.com

289. Special Events: 3:30 PM–4:20 PM
Franciscan A

Frontier Series Team Effectiveness in Complex Organizations: Cross-Disciplinary Perspectives and Approaches

The purpose of this panel presentation is to present the forthcoming new SIOP Frontier Series book, *Team Effectiveness in Complex Organizations: Cross-Disciplinary Perspectives and Approaches*. Salas will provide an introduction to the book. Several chapter authors will then discuss their contributions and recommendations for future research

Gerald F. Goodwin, U.S. Army Research Institute, *Chair*
Eduardo Salas, University of Central Florida, *Chair*
Robert D. Pritchard, University of Central Florida, *Chair*
Joan R. Rentsch, University of Tennessee, *Presenter*
Leslie A. DeChurch, University of Central Florida, *Presenter*
Andrew J. Slaughter, Texas A&M University, *Presenter*
Susan Mohammed, Pennsylvania State University, *Presenter*
David W. Dorsey, Personnel Decisions Research Institutes, *Presenter*
Steve W. J. Kozlowski, Michigan State University, *Presenter*
C. Shawn Burke, University of Central Florida, *Presenter*

290. Symposium/Forum: 3:30 PM–4:20 PM
Franciscan B

Multilevel and Multiperspective Research in Leader–Member Exchange

Leader–member exchange theory deserves examination from multiple perspectives and multiple levels. Ample research establishes the value of LMX for members, but benefits for leaders and context effects have been ignored. This symposium provides realistic LMX models to inform practice and seeks for practice to inform future theory.

Debra A. Major, Old Dominion University, *Chair*
Kurt L. Oborn, Old Dominion University, *Chair*
Kelly M. Schwind, Michigan State University, Hock-Peng Sin, Michigan State University, Donald Conlon, Michigan State University, *Leader–Member Exchange and Leader Outcomes*
Kurt L. Oborn, Old Dominion University, Debra A. Major, Old Dominion University, *A Multilevel Model of LMX and Work–Family Conflict*
Stephen Harmon, Michigan State University, Linn Van Dyne, Michigan State University, *Targeted Role-Making: A New Perspective on LMX With Group-Level Implications*
Talya N. Bauer, Portland State University, *Discussant*

Submitted by Kurt Oborn, koborn@odu.edu

291. Panel Discussion: 3:30 PM–4:20 PM
Franciscan C

SJTs Aren't Just for Selection: Use in Development and Training

Situational judgment tests (SJTs) are typically used to select employees; however, researchers have suggested SJTs can be used to enhance training and development activities. Specifically, SJTs can be used to assess skills, identify developmental activities, and evaluate training. Panelists will discuss their experiences using SJTs developmentally.

Mary L. Doherty, Valtera, *Chair*
Arlene P. Green, Frito-Lay, Inc, *Panelist*
Neil M. A. Hauenstein, Virginia Tech, *Panelist*
Catherine C. Maraist, Valtera, *Panelist*
Damian J. Stelly, JCPenney, *Panelist*

Submitted by Mary Doherty, mdoherty@valtera.com

292. Special Events: 3:30 PM–4:20 PM
Grand Ballroom A

📖 The Future of I-O Education: Theme Track Integration and Open Forum

The goal of this session is to integrate themes and open issues that have emerged across the track and provide an open forum for discussion. A moderator will facilitate discussion with an expert panel regarding key themes, challenges, and next steps that were identified during the day's sessions.

Michelle (Mikki) Hebl, Rice University, *Moderator*
Stephen D. Steinhaus, HR Alignment Consulting, Ltd., *Chair*
Benjamin Schneider, Valtera, *Presenter*
Steven G. Rogelberg, University of North Carolina Charlotte, *Presenter*
Gary P. Latham, University of Toronto, *Presenter*
Laura L. Koppes, University of West Florida, *Presenter*
Kevin R. Murphy, Pennsylvania State University, *Presenter*
Richard J. Klimoski, George Mason University, *Presenter*
William H. Macey, Valtera, *Presenter*
Sandra O. Davis, MDA Leadership Consulting, *Presenter*

293. Panel Discussion: 3:30 PM–4:20 PM
Imperial A

Getting Your Feet Wet: Master's and Undergraduate Internship Experiences

Panel members, representing more than a century of experience with I-O internships, will interactively discuss locating sites for internships, ensuring the experience is appropriate, faculty and on-site supervision of interns, student and organizational host responsibilities, the role of student competencies in internships, and issues with evaluation of student performance.

Elizabeth L. Shoenfelt, Western Kentucky University, *Chair*
Nancy J. Stone, Creighton University, *Panelist*
Susan A. Walker, FedEx Freight, *Panelist*
Janet L. Kottke, California State University-San Bernardino, *Panelist*
Scott Shadrick, ARI-Fort Knox Research Unit, *Panelist*
Richard Moffett, Middle Tennessee State University, *Panelist*

Submitted by Elizabeth Shoenfelt, betsy.shoenfelt@wku.edu

294. Symposium/Forum: 3:30 PM–4:20 PM
Imperial B

Employee Retention: Fighting the War for Talent
Employee retention is of critical importance due to the tight labor market and aging workforce. Two *Fortune* 50 companies, The Dow Chemical Company and State Farm Insurance, discuss some of the metrics they are using and strategies they are employing surrounding employee retention.

Jennifer H. Frame, Dow Chemical Company, *Chair*
Misty M. Bennett, Central Michigan University, *Chair*
Paula S. Radefeld, State Farm Insurance, Kimberly J. LeGro, State Farm Insurance, *Retention at State Farm*
George Montgomery, Central Michigan University, Misty M. Bennett, Central Michigan University, Jennifer H. Frame, Dow Chemical Company, *Employee Retention: Using Metrics to Impact Tools, Policies, and Processes*

Submitted by Misty Bennett, tribb1mm@cmich.edu

295. Symposium/Forum: 3:30 PM–4:20 PM
Yosemite A

Regulatory Focus: Understanding Relationships With Individual Differences and Behavior
Regulatory focus theory indicates self-regulation manifests itself in 2 ways, through a promotion and prevention focus. The influence of regulatory focus has been examined in domains such as decision making and creativity. The research presented in this symposium will extend these domains to include perfectionism, metacognition, and job preferences.

Roni Reiter-Palmon, University of Nebraska-Omaha, *Chair*
Joseph M. James, University of Nebraska-Omaha, *Chair*
Lindsay A. Bousman, Starbucks Coffee Company, Roni Reiter-Palmon, University of Nebraska-Omaha, *Perfectionism and Regulatory Focus: What Do They Share in Common?*
Joseph M. James, University of Nebraska, Omaha, Anne E Herman, University of Nebraska-Omaha, Kenexa, Roni Reiter-Palmon, University of Nebraska-Omaha, *Regulatory Focus and Metacognition*
James N Kurtessis, George Mason University, Tine Koehler, George Mason University, *Modeling the Relationship Between Regulatory Focus and Job Preferences*
Loren J. Naidoo, Baruch College, CUNY, *Discussant*

Submitted by Roni Reiter-Palmon, rreiter-palmon@mail.unomaha.edu

296. Symposium/Forum: 3:30 PM–4:20 PM
Yosemite B

Innovative Use of Survey Data for Organizational Change and Restructuring
The culture of an organization is vital to its long-term effectiveness and is particularly relevant for any large-scale change efforts such as an internal realignment, a change in strategy, or merger. The cases presented here highlight best practices and lessons learned in leveraging corporate culture for organizational change.

Michael A. Gillespie, Denison Consulting, *Chair*
Bryan Adkins, Denison Consulting, *Culture Integration—A Qualitative Perspective*
Davina Fernholtz, eHarmony, Inc., Lynne M. Waldera, InMomentum, Inc., *A Performance–Culture Measurement System*
Lindsey M. Kotrba, Denison Consulting, Daniel R. Denison, International Institute for Management Development, *Translating Survey Results Into Action*
Kevin G. Love, Central Michigan University, *The Strategic Realignment of the Michigan State Police*

Submitted by Michael Gillespie, mgillespie@denisonculture.com

297. Symposium/Forum: 3:30 PM–4:20 PM
Yosemite C

Structural and Individual Predictors of OCB and CWB
Extending research on predictors of employee performance, this symposium examines both structural and individual predictors related to OCB and CWB. By exploring factors related to organizational control, rewards, gender, self-control, and attribution style, this set of papers broadens understanding of individual and contextual antecedents of critical workplace behaviors.

Jaclyn Jensen, George Washington University, *Chair*
Jaclyn Jensen, George Washington University, Jane O'Reilly, Queen's University, Jana L. Raver, Queen's University, *Influencing OCB and CWB Through Organizational Control and Performance Monitoring*
Johnathan Nelson, George Mason University, Whitney E. Botsford, George Mason University, Eden B. King, George Mason University, *Letting Boys Be Boys: Reactions to Men's and Women's CWB*
Lynda Villanueva, Brazosport College, Lisa M. Penney, University of Houston, *Examining the Role of Self-Control in the Prediction of CWB*
Rebecca J. Bennett, Louisiana Tech University, *Discussant*

Submitted by Jaclyn Jensen, jmn1@gwu.edu

298. Special Events: 4:30 PM–5:20 PM
Continental 4

Closing Conference Address
Gary P. Latham, University of Toronto, *Presenter*

	Continental 1	Continental 2	Continental 3	Continental 4	Continental 5	Continental 6	Continental 7	Continental 8	Continental 9	Executive Board Room
7:30 AM	Coffee Break									
8:00 AM	202 Lights, Camera, Action: How To Develop a Video-Based Test	211 Expatriate Success: Findings From 10 Host-Cultural Clusters	203 Dist. Early Career Award / 221 Dist Prof Award	212 Measuring the Impact of Leadership Development	204 Implementing Strong Research Designs in the Work–Family Interface	213 Please Don't Go! Focusing on Retention and Engagement of Women	214 Virtual Teams: Cutting-Edge Research Development	205 The Diversity of Org Diversity: Generalizing Findings Across Diverse Groups	206 How I-O Psychology Can Contribute to Evidence-Based Management	222 Appearances Do Matter After All
8:30 AM										
9:00 AM										
9:30 AM										
10:00 AM	Coffee Break									
10:30 AM	225 Fixed-, Random-, Mixed-Effects Mods Meta Analysis	226 Safety in Orgs: Moderators/ Mediators of Safety Climate	227 M. Scott Myers Award / 245 Dist Scientific Award	228 Critical and Emerging Topics in the Study of Leadership	229 Assessment Center Validity: Where Do We Go From Here?	230 The Role Unstructured Information in the Employment Interview	231 A Tale of Two Emotion Strategies: Surface and Deep Acting	232 Write, for These Words Are True: Uncovering Complexity in I-O	233 Mid-Career Change I-Os: Successful Transitions	234 Stop Resisting Org Change: It is Futile
11:00 AM										
11:30 AM										246 Defining Leadership: Bring Wimpy Back
12:00 PM	249 Use of Comments in Org Surveys: A Targeted Tutorial	250 Supportive Work Environments and Worker Safety	260 Measuring Information/ Comm. Technology Literacy	261 That Can't Be True! Detecting Faking Using Bogus Items		251 Building Management Capability: The Road to Competitive Advantage	252 OCB: Going Beyond Traditional Models of Social Exchange	253 Examining Relationship Affect, Emo, Ctrproductive Work Behaviors	254 Gen Gap Challenges, Opportunities Arising From Demographic Shift	262 Managing Diversity: What's the Big Deal?
12:30 PM										
1:00 PM										
1:30 PM	268 How People Change: Trans-theoretical Model	269 Occupation /Industry Focused Studies of Safety	283 Dist Early Career Award	284 Stigmatized in Workplace: Stereotypes	270 Benefits/ Challenges of Online and Unsupervised Adaptive Testing	271 Recent Research on Retesting and Its Implications for Selection	272 Leadership: Scientist–Practitioner Reports From the Field	273 Leadership in Groups and Teams: How and Why It Matters	274 Applicant Faking Behavior Through the Practitioner's Lens	275 Stop Being Sensitive: Aggression
2:00 PM										
2:30 PM										
3:00 PM										
3:30 PM								286 Predict/ Develop Leader Social Awareness	287 Leader-ship Through Talent Dev Programs	288 Practical Consideration Directions in Job Analysis	
4:00 PM										
4:30 PM				298 Closing Conference Address						
5:00 PM										

Saturday Special Events:

AWARD WINNER PRESENTATIONS
Five sessions featuring winners of SIOP's most distinguished awards.

SATURDAY THEME TRACk
Preparing for the Future: A Critical and Constructive Look at I-O Education
Attend all 6 sessions and receive 7 CE credits or just attend the ones that interest you!

CLOSING CONFERENCE ADDRESS
Keynote speaker Anthony J. Rucci and SIOP President Elect Gary Latham.

SIOP CLOSING CALIFORNIA WINE TASTING RECEPTION
Saturday, April 12, from 6:00–7:30 PM Yosemite (Ballroom Level)

	Franciscan A	Franciscan B	Franciscan C	Grand Ballroom A	Grand Ballroom B	Imperial A	Imperial B	Yosemite A	Yosemite B	Yosemite C
7:30 AM	Coffee Break									
8:00 AM	207 Frontier Series Work Motivation: Past/Future			208 Keynote Address			209 Issues in Personality Assessment in Non-Western Cultures		210 Antecedents and Consequences of Unethical Leadership	
8:30 AM		215 Mentoring Gone Awry—When a "Good Thing" Goes Wrong	216 Personnel Selection for High-Risk Occupations: Our Current State	217 A Special Debate on the State of I-O Training		218 Assessment Best Practices, Challenges, Consideration		219 Global Leaders: Selection, Development, Preventing Derailment		220 New Research on Age Stereotypes From the U.S. and EU
9:00 AM	223 Frontier Series Learning, Training				224 Testing/ Assessment					
9:30 AM										
10:00 AM	Coffee Break									
10:30 AM	235 Work–Family Interface	236 Emotions and Leadership	237 On-Boarding Processes Transit I-Os	238 Meeting Stakeholder Needs: Views Industry, Consulting, Academia	239 Personality	240 Onboarding New Execs: Rationale, Practices, and Trends	241 Advances in Regulatory Focus Research	242 Forging the Leader's Character	243 Ensuring Global Validity of Employee Opinion Surveys	244 Validity/ Practical Implications for Call Center Agent Job Sims
11:00 AM										
11:30 AM			247 Juggling Act! Demands in Applied I-O		248 Personality/ Testing/ Assessment					
12:00 PM	255 P–J, P–O, & P–E Fit						256 Team Coordination in High-Risk Environments	257 Conditional Standard Errors in Personnel Selection	258 Generational Faultlines in Workplace: Research and Practice	259 Unbalanced? Followership Within the Leadership Process
12:30 PM		263 Indiv Differences/ Decision Making at Levels of Analysis	264 Org Psychologist World Poverty: Our Roles and Obligations	265 I-O Teaching/ Curricula	266 Org Culture/ Climate/ Appraisal	267 Harassment Research Advances: Taking Action and Health and Affective Outcomes				
1:00 PM										
1:30 PM	276 Leadership Talent Management			277 Connecting Education to Practice	278 Leadership		279 Beyond Numbers: Engaging Leaders in Employee Research	280 New Technology In Different Orgs' Selection Systems	281 Employer Image on Recruitment Processes and Outcomes	282 Comparing Empirical Keying Methods
2:00 PM			285 Rethink Culture for Use in Org Psych							
2:30 PM										
3:00 PM	Coffee Break									
3:30 PM	289 Frontier Series Team Effectiveness	290 Multilevel Research in LMX	291 SJTs: in Development and Training	292 Future of I-O Education		293 Master's/ Undergrad Internship Experiences	294 Employee Retention: Fighting the War for Talent	295 Regulatory Focus: Relationships	296 Survey Data for Org Change/ Restructuring	297 Structural and Individual Predictors of OCB/CWB
4:00 PM										
4:30 PM										
5:00 PM										

Master Tutorials (CE credit available)		Saturday Theme Track Sessions
Posters		Interactive Posters
Community of Interest		Award Winner Presentations

Program Participants (listed by session; numbers following hyphens are posters.)

Primary Content Areas (listed by session number; numbers following hyphens are posters)

This index shows the main title of every item accepted for the SIOP program, grouped by the primary content area as designated by its submitter. Titles are shown in order of presentation within areas. Numbers with hyphens are posters. For presentation formats other than posters (symposia/forums, discussions, and so forth) only the main title is indexed, not subsidiary presentation titles. Visit www.siop.org/ProgramOnWeb/?year=2008 to search the electronic version of the conference program by keywords, all content area codes, and authors' names.

Careers/Mentoring/Retirement/Socialization

42-1   Mentor–Protégé Commitment Fit and Relationship Satisfaction in Academic Mentoring
42-2   Mentoring Relationships: Mentor and Protégé Learning and Development Orientation
42-3   Protean and Boundaryless Careers: A Study on Potential Motivators
42-4   Alternatives to Mentoring: Leadership, Substitutes for Leadership, and Career Management
42-5   Influence of Career Self-Efficacy Beliefs On Career Exploration Behaviors
42-6   Measuring Organizational Socialization: A Psychometric Comparison of Four Measures
42-7   Employees' Job Challenge and Supervisors' Evaluations of Promotability
42-8   The Role of Protégé Personality in Formal Mentoring Programs
42-9   Formal Mentoring Program Type and Perceptions of Organizational Attractiveness
42-10   A Socialization Activity's Effect on Reactions to Psychological Contract Breach/Fulfillment
42-11   Perspectives on Group Socialization From Established Members and Newcomers
42-12   Mentoring Experiences of Disabled Employees: Antecedents of Mentoring Functions Received
42-13   Role of Emotional and Social Behaviors in Retail Internship
42-14   Diversity and Career Planning: Examination of Racial and Ethnic Differences
42-15   Multisource Ratings of Formal Mentoring Programs and Mentor/Protégé Job Attitudes
42-16   Severe Initiations as Socialization: Developing a Theory of Workplace Hazing
42-17   A Comparison of Face-to-Face and Electronic Peer-Mentoring: Mentor/Protégé Interactions
42-18   Developing People of Color and Their Mentors Through Formal Mentoring
42-19   The Influence of Work and Nonwork on Bridge Employment Decisions
42-20   Effect of Mentoring Program Type on Protégé Mentoring Outcomes
42-21   Effect of the Mentor Protégé Matching Process on Mentoring Effectiveness
42-22   Paths to Negotiation Success
42-23   Bridge Employment: A Meta-Analysis
57   The Long and Winding Road: Career Pathing for Talent Management
59   Market Research as a Viable Career Path for I-O Psychologists
115   Roadblocks, Detours, and New Directions in Career Pathing
120-1   Middle-Aged Employees: Can Being a Mentor Help Prevent Burnout?
120-2   Mentoring Relationships in China: Stress Less or Stressful?
136   Building Successful Mentorship Programs–Research, Lessons, and Best Practices
162   The Science and Practice of Mentoring
175   High-Quality Work Relationships: Integrating Streams and Charting New Waters
182   Contrasting I-O Professionals' Experience as Internal Staff and External Consultants
184   Look Before You Leap: Effective Strategies for Successful Career Transitions
201-1   The Impact of Protégé Choice on Mentoring Processes
215   Mentoring Gone Awry–When a "Good Thing" Goes Wrong
223   Frontier Series Learning, Training, and Development in Organizations
233   Mid-Career Changes by I-O Psychologists: Reflections on Successful Transitions
237   On-Boarding Processes for Transiting I-O's Into Corporate and Consulting Roles
255   Person–Job, Person–Organization, and Person–Environment Fit
258   Generational Faultlines in the Workplace: Directions for Research and Practice

Coaching/Training/Leadership Development

10-1   Instructor Effectiveness: In Search of the Technical Instructor's Performance Domain
17   Coaching Women Leaders: Evolutions in Audience, Issues, and Approaches
39   On-the-Job Experiences: A Training Ground for Today's Leaders
42-24   Training Motivation: Test of a Model in a Military Setting
42-25   Aversive Motivational Traits and Web-Based Training Outcomes
50   Leadership Coaching Effectiveness: Incorporating Evaluation Methodologies in Practice and Research
67   It's Your World: Building Realistic Simulations for Complex Jobs
76-1   Effects of Previous Experience on Transfer of Computer-Based Training
76-2   Validation of a Learning Styles Instrument
76-3   Error Training: Examining Emotion Control and Knowledge as Mediators
76-4   Evaluating Diversity Training Effectiveness: Self-Efficacy as an Enabler of Transfer
76-5   Employees' Perceived Costs and Benefits of Participating in Employee Development
76-6   Adaptive Guidance in Technology-Based Training: An Aptitude-Treatment Perspective
76-7   Examination of Cultural and Individual Differences and Transfer Training Intentions
76-8   Investigating Organizational and Individual Factors That Impact Training Effectiveness
76-9   Antecedents of Learners' Mental Model Development
76-10   Crew Resource Management (CRM) Training in the Railroad Environment
76-11   What Predicts Training Transfer? The Importance of Self-Efficacy and Instrumentality
76-12   Verbal Protocols and Complex Skill Acquisition: Think Versus Explain Protocol
76-13   Revisiting the Pygmalion Effect in Organizations: Implications for Leadership Development
76-14   Providing Performance Feedback to Stimulate Effective Self-Development

Groups/Teams

Human Factors/Ergonomics

Inclusion/Diversity (e.g., sexual orientation, race, sex)

194-1   Engaging Workforce 2000: Linkages Between Racioethnicity, Appraisals Perceptions, and Engagement
194-2   Black–White Differences in the Properties of Academic Performance Ratings
194-3   Defining Generalized Workplace Discrimination
194-4   Retaining Women and African Americans in Computer Science
194-5   Employment-Related Decisions: Ethnically Diverse Women Transitioning From Welfare to Work
194-6   The Skill Paradox: Bias Against Qualified but Not Unqualified Immigrants
194-7   Relationships Among Diversity Attitudes, Job Satisfaction, and Turnover Intentions
194-8   Coworker Justice Perceptions of Workplace Accommodations
194-9   Predictors of Perceived Sex Discrimination and Moderators of Job Outcomes
194-10   Perceived Discrimination and Job Satisfaction: A Meta-Analysis
194-11   The Impact of Affirmative Action on Nonbeneficiary Job Attitudes
194-12   Attachment Avoidance and Perceptions Involving Sexual Harassment
194-13   A Contextual Re-examination of Work Team Diversity Research
194-14   Assessing an Inclusive Climate for Diversity Measure
194-15   The Roles of Racial Identity and Gender on Selection Decisions
194-16   Cheap Labor at a Cost: Examining Interns' Perceptions of Discrimination
201-7   Do Applicants With an Arab-Sounding Name Suffer More Hiring Discrimination?
201-8   Performance and Director Pay: Evidence That Only Men Receive Carrots
205   The Diversity of Organizational Diversity: Generalizing Findings Across Diverse Groups
220   New Research on Age Stereotypes From the U.S. and EU
222-2   Whiteness of a Name: When "White" is the Baseline
222-3   Weight-Based Bias and Evaluative Workplace Outcomes: A Meta-Analysis
262-1   Support for Diversity: Encouraging Beneficial Aspects of a Diverse Workforce
262-2   Managing Workplace Diversity: The Role of Organizational Culture
262-3   Diversity's Bottom Line: Diversity Climate and Organizational Financial Performance
262-4   Organizational Efforts to Support Diversity Matter
266-2   Performance Evaluations of Asians: Influence of Race-Occupation Stereotype Fit
267   Harassment Research Advances: Taking Action and Health and Affective Outcomes
278-2   Effects of Leader Race and Leader Mistake on Patronizing Behaviors
284   Stigmatized in the Workplace: Perceived Stereotypes Are Just the Beginning

Innovation/Creativity
23-23   Temporal Orientation and Time Pressure Effects on Creative Thinking Processes
23-24   The Effects of Introducing Conflicting Information During Creative Thought
23-25   Environmental Scouting, Positive Emotions, and Creativity at Work
23-26   The Role of Means Efficacy When Predicting Creative Performance
23-27   Testing the Creativity Process: Construct Relations and Occupational Occurence
23-28   Motivated to Create: Considering Creative Self-Efficacy and Job Attributes
23-29   Emotional Climates and the Innovation Process in Teams
23-30   Teachers' Entrepreneurial Behavior: Adopting a Competency-Based Framework for Entrepreneurship
23-31   Towards a Model for Understanding Teachers' Innovative Behavior
23-32   The Curvilinear Relationship Between Role Ambiguity and Creativity
36   Facilitating Creativity and Innovation: Personal, Contextual, and Team Characteristics
47   Measuring Workplace Creativity: New Concepts and Tools
156   Creative and Innovative Processes in Teams: Dealing With Inherent Messiness
196   Enabling Innovation in Organizations–2007 Leading Edge Consortium Session
221   Distinguished Professional Contributions Award Winner: Organizational Culture Change is Not About Changing
                 People's Mental Sets
245   Distinguished Scientific Contributions Award Winner Work Motivation: Use-Inspired Research and Science-Based Practice

Invited Addresses
101   Program Committee Invited Address–Emotional Skills
122   Program Committee Invited Address–Workforce Intelligence: The Predictive Initiative

Job Analysis/Job Design/Competency Modeling
10-2   University Student Development: An Investigation of Students' Improvability Beliefs
34   Using Job Analysis Deliverables to Integrate and Align HR Practices
69   Advancing Work/Job Analysis: Challenges and Opportunities
123-1   Quantitative Content Analysis of a Job Analysis Interview: Convergent Validity
123-2   Individual Differences and the Quality of Job Analysis Ratings
123-3   Practical Implications of Choice of Subject Matter Experts
123-4   Differential Biases in Task-Oriented Work Analysis Methods
123-5   Comparing Two Job Analysis Approaches: Web-Based Versus Focus Groups
186-3   Procedural Justice and Turnover Intentions: Mediating Effects of Job Characteristics
200   Illuminating the "Murky Ground": Linking Context Theory to Empirical Research
201-9   Telecommuting and Organizational Attitudes and Outcomes: A Meta-Analysis
201-10   The Job Characteristics of Knowledge-Work: A Theoretical and Empirical Examination
288   Practical Considerations and Future Directions in Job Analysis and Specification

Job Attitudes
65   What Does Employee Engagement Predict?
85   Utilizing Identified Survey Data

Judgment/Decision Making

Leadership

Occupational Health/Safety/Stress & Response

Organizational Culture/Climate

Organizational Justice

Organizational Performance/Change/Downsizing/OD

Performance Appraisal/Feedback

266-23   A Comparison of Online and Traditional Performance Evaluation Systems
266-24   Reconceptualizing 360 Tools as Criteria: Applications for Validating Assessment Centers
266-25   Effects of Subjective Feedback on Subsequent Ratings and Objective Performance
266-26   Investigating Antecedents of Feedback Seeking: From the Subordinates' Perspective
266-27   Antecedents and Consequences of the Feedback Environment
266-28   Rater Teams, Perceived Dimension Subjectivity, and Assessment Center Participant Motivation
266-29   The Measurement of Self-Awareness in Organizations Using Multisource-Feedback Assessment
266-30   Impact of Task Significance, Autonomy, Value Congruence on Productivity Gain
266-31   Goal Orientation Moderates the Feedback Environment/Feedback-Seeking Link
266-32   Testing the Temporal Limits of a Structured Free Recall Intervention

Personality
14   Complex Problems, Simple Solutions: Contemporary Research in Applicant Faking Behavior
35   Examining Faking Using Within-Subjects Designs and Applicant Data
49   Personality in the Workplace: Advances in Measurement and Assessment
52-1   Response Distortion in Frequency-Based Versus Traditional Personality Measurement
52-2   Assessing Personality Scores in Applicant Settings: A DIF Analysis
52-3   Testing the Measurment Equivalence of Personality Traits Across Cultures
52-4   The Hidden Costs of Speeding Personality Measures
68   Alternative Methods of Assessing Noncognitive Predictors
147   Face It: The Predictive Validity of Personality Facets
201-19   Exploring How Response Distortion of Personality Measures Affects Individuals
239-3   Validity of a Contextualized Conscientiousness Scale for PhD Candidate Performance
239-4   Egoism, Sensation Seeking, and the HEXACO Model of Personality
239-5   A Meta-Analysis of Causes and Consequences of Organization-Based Self-Esteem
239-6   Core Self-Evaluations and Job Design as Determinants of Organization-Based Self-Esteem
239-7   The Core Self-Evaluation Scale: Further Construct Validation Evidence
239-8   Achievement Values and Academic Performance
239-9   Conscientiousness-Cognitive Ability Relationships: Does the Number of Response Options Matter?
239-10   Does One Construct Fit All in Personality Testing?
239-11   Proactive Personality and Feedback Seeking
239-12   Economic and Hypothetical Dictator Game: Effects at the Individual Level
239-13   Investigating Structure Level and Interview Validity in Assessing Big Five
239-14   Work Ethic and Differential Item Functioning for Males and Females
239-15   Similarity of Personality Measures: A Bare-Bones Look at Nomological Nets
239-16   Personality and CWB: Narrowing the Profile of Deviant Employees
239-17   Personality Remix: Integrating Variable-Centered and Person-Centered Approaches to Personality
239-18   Development of the WorkKeys Talent Assessment Scales and Indices
239-19   Spontaneous Trait Inferences and Organizational Actions: Further Explicating Organizational Personality
239-20   Changing the Focus of Autonomy: The Role of Regulatory Focus
239-21   The Error Orientation Questionnaire: A Motivational Perspective on Validity
239-22   Main and Interaction Effects of Personality and P–O Fit
239-23   IAT and Self-Report Trait Measures in a Selection Context
239-24   Validity of Personality Trait Interactions for Predicting Managerial Job Performance
239-25   Correlates of Proactive Personality: A Meta-Analysis
239-26   Core Self-Evaluation in China: Predicting Job Satisfaction and Job Performance
239-27   Personality and Performance in Web-Based Training
239-28   Influences of Cognitive Abilities on the Effectiveness of Faking Traits
248-2   Personality Correlates of Impression Management Tactic Use
248-3   Effects of High Self-Esteem and Empathy on Forgiveness
248-4   Enhancing the Role of Extraversion for Work-Related Behaviors
248-5   The Predictive Validity of Personality: New Methods Produce New Results
248-6   When Getting Ahead Means Getting Along
248-7   Personality Architecture: Applying a Social-Cognitive Model to the Work Context
248-8   Increasing the Utility of Personality Variables by Capturing Nonlinear Effects
248-9   Situational Content Moderates the Association Between Personality and Behavioral Effectiveness
248-10   Attributional Style in the Chinese Work Population
248-11   Investigation of Personality and Career Satisfaction of Human Resource Professionals
248-12   When Proactive Personality Begets Social Capital: A Longitudinal Investigation
274   Applicant Faking Behavior Through the Practitioner's Lens
295   Regulatory Focus: Understanding Relationships With Individual Differences and Behavior

Research Methodology (e.g., surveys)
2   Statistical/Methodological Myths and Urban Legends III: The Saga Continues
6   Issues in IRT
30   Issues in Multilevel Research
89   Dynamic Research in I-O Psychology
132-31   Too Good to be True? Detecting Spurious Effects in Surveys
132-32   Antecedents of Anonymity Perceptions in Web-Based Surveys
142   Conceptual and Methodological Issues in Analyzing Changes Over Time
206   How I-O Psychology Can Contribute to Evidence-Based Management

232   Write, for These Words Are True: Uncovering Complexity in I-O
249   Constructive Use of Comments in Organizational Surveys: A Targeted Tutorial

Staffing (e.g., recruitment, applicant reactions, selection system design, succession,/workforce planning, etc.)
31   Occupational Analysis in a Rapidly Changing Workplace: O*NET System Implications
32   Implementing Selection Systems Across Multiple Locations: Challenges Faced, Lessons Learned
63   Emerging Issues in I and O Psychology Research
64   Exploring Testing Environment Effects Beyond the Proctored Versus Unproctored Distinction
73   What Happens After Job Loss? Process-Oriented Perspectives on Job Search
90   Advances in Front-Line Leader Selection
104   Beyond the Cover Story: Research-Grounded Insights Into Millennial-Generation Employees
112   Internet Testing: Current Issues, Research, Solutions, Guidelines, and Concerns
123-8   Hiring and Performance Consequences of Offer Delay: An Archival Study
123-9   Applicant Reactions to Web-Based Selection Systems
123-10   Implicit Egotism in Selection
123-11   Person-Organization Fit as a Mediator of Culture Perceptions and Attraction
123-12   The Usefulness of Biodata for Predicting Turnover and Absenteeism
123-13   Relationships Between Job Applicant Dishonesty and Work and Non-Work Deviance
123-14   Work-Status Congruence: Implications for Supervisor–Subordinate and Organizational Outcomes
123-15   Data Mining in Organizational Research: A Career Decision-Making Illustration
123-16   Recruitment Stage, Organizational Attraction, and Applicant Intentions
123-17   Preferences and Job Performance: Predicting What People Choose to Do
123-18   Changing a Negative Employment Reputation: A Longitudinal Approach
123-19   Perceptions of Affirmative Action and Socioeconomic Status-Based Selection Programs
123-20   Applicant Reactions to Employment Interviewer Note Taking
123-21   A Test of Image Congruity Theory and Organizational Attraction
123-22   Selection Interviewer Judgment and Personal Fear of Invalidity
123-23   Applicant Reactions to Rejection: Fairness and Attributional Style as Moderators
123-24   Direct and Indirect Effects of Selection Expectations on Applicant Attraction
123-25   Predicting Job Performance From the Interaction Between GMA and Neuroticism
123-26   Effects of Causal Attributions on Applicants' Perceptions and Organizational Consequences
123-27   Fancy Job Titles in Recruitment Advertisements: How Do Salespersons React?
123-28   Investigating Antecedents and Outcomes of Word-of-Mouth as a Recruitment Source
123-29   In the Eye of the Beholder: Antecedents of Applicant Perceptions
123-30   Predicting Social Skill From Personality Dimensions
123-31   Multiple Predictors of Applicant Reactions in a Promotional Setting
139   Executive Succession: Real-World Challenges
151   English Language Proficiency and Cultural Issues in U.S.-Based Selection Assessment
166   Does Age Really Matter? Generational Differences in the Workplace
176   What Companies Are Really Doing About the Generation Gap
193-1   Internet Recruiting: Effects of Web site Features on Organizational Culture Perceptions
193-2   Applicant Perceptions of Recruitment Sources: A Cross-Cultural Comparison
193-3   Recruitment Information Sources, the Theory of Planned Behavior and Job Pursuit
193-4   Recruiting on Corporate Web Sites: Perceptions of Fit and Attraction
201-20   Indirect Range Restriction: Recalibrating the Validities of GMA and Personality
216   Personnel Selection for High-Risk Occupations: Our Current State
218   Assessment Best Practices, Challenges, and Considerations in the Sales Industry
222-4   Body Art in the Workplace: A Scenario-Based Experiment
230   The Role of Unstructured Information in the Employment Interview
240   Onboarding New Executives: Rationale, Current Practices, and Trends
257   Integrating Conditional Standard Errors of Measurement Into Personnel Selection Practices
261   That Can't Be True! Detecting Faking Using Bogus Items
280   Implementing New Technology Into Different Organizations' Selection Systems
281   The Role of Employer Image on Recruitment Processes and Outcomes

Strategic HR/Utility/Changing Role of HR
25   Cutting-Edge Talent Management Practices in Organizations
51   Life in a Consortium: Using Benchmarking to Drive Organizational Change
60   Bridging the Scientist–Practitioner Gap: Senior Executives Identify Critical Research Needs
87   Talent Management and Enterprise Software: Trials, Tribulations, and Trends
123-32   Do Human Resource Management Practices Matter? A Meta-Analysis
155   I-O Innovations in the Intelligence and Defense Community
169   Conducting Applied I-O Research: Pitfalls and Opportunities
239-29   Relationships Between Perceived HR Practices, Person–Environment Fit, and Employee Outcomes
254   Generation Gap Challenges and Opportunities Arising From the Demographic Shift

Teaching I-O Psychology/Student Affiliate Issues/Professional Development
10-28   Technology and Supplemental Readings Used in Undergraduate I-O Psychology
10-29   Able But Not Willing? Teamwork Aptitude and Interest Meet Head-on
10-30   Quantitative Examination of Trends in I-O Psychology 2001–2005
10-31   Laying Down the Law: Educating Undergraduates on Employment Legal Issues

Ballroom Level

ELLIS STREET

COAT ROOM

SOUTH LOUNGE

Imperial Ballroom

D

C

FRANCISCAN ROOMS

B

A

3 2 1

3

STAIRS TO 4TH FLOOR

WEST LOUNGE

FREIGHT ELEVATOR

MASON STREET

EAST LOUNGE

Continental Ballroom

4

5

6

7 8 9

A B

FREIGHT ELEVATOR

COAT ROOM

TAYLOR STREET

1

on-Site Registration

A B C

Preregistration

YOSEMITE ROOM

2

COAT ROOM

NORTH LOUNGE

EXECUTIVE BOARD ROOM

Interactive Posters

O'FARRELL STREET

1 – Building 1 Elevators
2 – Building 2 Elevators
3 – Building 3 Elevators

4th Floor

ELLIS STREET

21 22 23 24 25

20

19

18

17

16

15

14

13 12 11 10 9 8

MASON STREET

ELEVATORS

STAIRS

Union Square Meeting Rooms 1-25

1

2

3

4

5

6

7

TAYLOR STREET

O'FARRELL STREET

Placement Center is on the Lobby Level.